

Below is listed a sampling of course topics and courses we can provide.

Topic Covered	Course Name	Course Description
Coaching	Business Coaching	Coaching is a vital component of any business that aims to be a winner in the new economy. However, unless coaches are clear in their own minds exactly what their function is, and why they are performing a coaching role, they may do more harm than good. Therefore, it is important to understand how coaching originated as a business tool, and the ways it impacted traditional managerial attitudes and behavior. This course ensures that those responsible for coaching will know what their roles are, and thus be better placed to unlock the potential of individuals and teams, to maximize performance and effectiveness, and enhance personal satisfaction in their own work.
Coaching	Coaching Performance	Barry is new at quality control. He completed three weeks of training, but he has already made two major errors that cost the firm \$3000. He's obviously upset and discouraged over his shaky start. If you were Barry's supervisor, what would you do? Situations like this one can cause managers to fret and fuss and begin talking about disciplinary action. However, leaders take a different approach. A leader would take the time to coach Barry and find out what's really going on--perhaps determining that three weeks of training wasn't quite enough. Or perhaps discovering that Barry's mother died recently and he's struggling to concentrate. Or offering to find a mentor for Barry until the situation eases. Taking the time to evaluate a situation and making an action plan is part of the process of coaching for performance that you'll explore in this course. You'll learn when it's appropriate to mentor, train, counsel, or discipline an employee, and you'll be given guidelines and tips on how to perform each of these tasks in the most effective manner possible.

<p>Coaching</p>	<p>Emotions, Mindsets and Coaching</p>	<p>What makes coachees receptive to your advice? What makes them willing to listen? Much of your success depends on the mindset, moods, and emotions of the people you coach. If they are feeling negative about the coaching experience or overcome with anxiety about poor workplace performance, they are unlikely to be receptive--no matter how valuable your insight may be. Getting in tune with your coachee's emotions is something that will take time. But you need to remotivate and reinvigorate them if you want to get results from your coaching session. Your coachees' feelings may be dependent on their personality or emotions about the current situation they face. Are they feeling nervous, poorly motivated, or out of control? You need to read the signals correctly and respond accordingly to improve their mental states. Of course, your own frame of mind also has an impact on the effectiveness of your coaching sessions. If you feel out of your depth or challenged by the content of the session, it's likely to affect your performance too. Recognizing your mindset and mood and the mindset and mood of your coachees is vital. It is only by doing this that you and your coachees will enjoy positive and successful coaching relationships.</p>
<p>Coaching</p>	<p>Managing as Coach and Counselor</p>	<p>'The ripest peach is highest on the tree.' 'A man's reach should exceed his grasp.' How do you motivate employees to go after 'the ripest peach,' or reach for the skill level that seems beyond their grasp? You do it by coaching. Coaching is what cultivates employee growth, not to mention employee loyalty. In Managing as Coach and Counselor, you'll learn to take people from adequacy to excellence. And as you build their self-esteem, confidence, and competence, you'll be building on the bottom line. This course explores four coaching styles, and the methodology to use them all. You'll also discover techniques to overcome employee resistance. Another key learning module is designed to get your workers past the confusion or mistrust that comes with having a new kind of boss. After all, if you are suddenly 'coach,' as opposed to supervisor, they'll need thoughtful dialogue as to why you've changed your approach, and what you hope to accomplish. After this course, you will be able to develop a workplace filled with high achievers.</p>
<p>Coaching</p>	<p>Mentoring as a Manager</p>	<p>Looking for ways to enhance your managing skills? In this course, you'll acquire expertise as a mentor that will benefit your employees, your organization, and your own career. You'll examine how mentoring differs from managing, and you'll brush up on essential communication skills. Finally, you'll learn to use mentoring to improve on team organization, dynamics, and performance.</p>

Coaching	Mentoring Effectively	Perhaps your organization has asked you to help induct a new employee. Maybe a junior colleague has approached you for guidance. Or perhaps you want to "fast track" a rising star into a particular leadership position. Whatever the case, before you sign on as a mentor you'll want to learn all you can about the process, from how mentoring benefits you and your career to how you can best assist your protege. "Mentoring Effectively" will help you get started on the right foot by establishing clear and realistic expectations. You'll learn how to step into various mentoring roles, providing training, guidance on professional development, advocacy, and emotional support. You'll brush up on essential communication skills. And you'll learn how to manage the mentoring relationship, from solving potential challenges to guiding the relationship through a positive conclusion.
Coaching	Mentoring Strategies for the 21st Century	Current business trends--including acquisitions and reorganizations, emerging technology needs, and a changing work force--are all creating unique mentoring needs. This course addresses how mentoring strategies can benefit your organization in the current business climate. It explores the ways that mentoring can capitalize on gender, age, and cultural issues. Finally, it provides instruction on assessing mentoring needs within your organization.
Coaching	Successfully Coaching Relationships	Coaching is a set of practical skills and a style of relating that develop the potential of both the individual being coached and the coach. For this development to take place, there must be a working relationship between a coach and a willing coachee, a relationship based on mutual trust, respect, commitment and confidentiality. Within this collaborative framework, the coach uses a repertoire of styles to suit both the situation and the personality of the coachee. This course shows learners what fosters a productive coaching relationship and what prevents such relationships. The course analyzes the role of the coach and examines learning styles to see how adults approach learning tasks in different ways.
Coaching	The Coaching Skillset	At its simplest, a coaching session is a conversation, a dialog between coach and coachee, and so all coaching interventions depend totally on communication. Within that simplicity however, are layers of subtle interaction, which a coachee needs to be aware of, alert to what both 'sides' of the conversation are actually communicating--verbally, visually, and vocally. The first requirement for a successful coaching conversation is rapport, once that exists, the coach is better placed to discover the facts, opinions and feelings of the coachee's situation; only by establishing the present position of the coachee are you able to move forward. Additionally, the coach must control the conversation proactively, for example, knowing what questions to ask rather than providing answers.

Coaching	The Key Stages of Coaching	Coaching has many uses in organizations, and the sequence of coaching activities is similar in all of them. This course will involve learners in the continuous process of discovery, goal setting, action planning, and follow-up that distinguishes coaching from other development methods.
Communication	Communicate for Contacts	Although the old adage, "It's not what you know but who you know that counts" is not a firm basis on which to build your career, it is true that your ability to build relationships with influential people both inside and outside of your company has definite benefits. You know the importance of creating a good impression and raising your profile with those who can have a positive impact on your future success with the company, but how exactly do you go about achieving this? Not surprisingly, appropriate communication plays a large part. In this course, you will learn how to improve your skills as an interesting and interested conversationalist and how to overcome the inherent shyness that many people experience when faced with a room full of strangers. The course also gives practical strategies for "networking" effectively in common business environments such as trade shows, conferences, or business socials. Armed with these skills, your confidence will soar, and you will cruise through events and gatherings that may currently fill you with dread and foreboding.
Communication	Communicate for Results	For many people, success in the workplace depends on their abilities to influence others to take a particular course of action. This course gives a practical demonstration of how to communicate for best results in three common, but sometimes difficult, situations. Firstly, you will learn the communication skills required to ensure the collaboration and cooperation of your colleagues and peers when you are working as a member or as a leader of a project team. Whether you want help with a particular task, or need someone else to undertake the task on your behalf, this course will show you how to approach those capable of giving you what you need. Secondly, this course will outline the communication required to maintain customer relationships during sensitive situations, such as when customers make a complaint, or you must deny their requests. Thirdly, you will learn how best to present information to your managers. Whether your intention is to report or to persuade, if you also want to impress your boss, it's crucial that you communicate concisely, and in a manner which is guaranteed to be understood the first time.

<p>Communication</p>	<p>Delivering Your Message</p>	<p>So, the presentation is prepared and practiced. Great. But this means nothing to the audience. When you stand there in front of them, all that matters to them is what you look like and what you say. This course is about delivering your message, and the techniques you need to do this. First of all, you have to make a positive first impression on your audience members by how and where you stand, by your appearance, and how you look at them. Then, you must lead your audience through your message, referencing what is important through the language you use, and the physical techniques you employ. Finally, the course shows what is needed to make a presentation really memorable, the 'wow' factor that outstanding presenters have, and how to achieve it.</p>
<p>Communication</p>	<p>Enhancing Listening Skills</p>	<p>Have you ever been taken by surprise by an unexpected deadline? Have you ever left a meeting unsure about what was decided? Have you ever asked a supervisor for advice, only to later forget what your supervisor told you? You can avoid problems like these by using effective listening skills. Effective listening helps you to know what's going on in your organization, get cooperation from your co-workers, solve problems, and be successful in your work. However, most people don't listen very well. This course will help you to improve your ability to listen to others. You will learn the skills you need to understand what people say, read their unconscious nonverbal messages, and get others to want to listen to you. You also learn how to apply these skills in a variety of business situations such as interviews, business meetings, and negotiations.</p>
<p>Communication</p>	<p>Handling Conflict</p>	<p>No one can complete a working career without experiencing conflict, so it is essential for you to handle this conflict in the most effective way. To handle conflict well, you need to build a repertoire of techniques. These techniques require you to behave differently from your natural instincts at times. Therefore, a good starting point is to establish what your instinctive approaches to conflict are, and where these attitudes stem from. This will enable you to decide on a range of different approaches to conflict, based on a spectrum that goes from being only concerned about your own needs, to only being concerned about other people's needs. This spectrum gives rise to five possible strategies for dealing with conflict. Whatever strategy you apply, some core techniques will make you more effective. These involve three main actions: confronting the conflict, communicating with the other party, and determining an acceptable outcome. Sometimes, the conflict in the workplace just surrounds you, even though you are not involved directly. You then have to learn how to avoid taking sides, or becoming a scapegoat.</p>

Communication	How to Work with Aggressive People	Have you ever had one of those absolutely great days at work? Everything is going the way it should, you're on schedule, and you're getting to meetings on time. Then someone verbally attacks you or metaphorically stabs you in the back. Aggressive people are arguably the most difficult type of people to work with. Hostile-aggressives openly antagonize people; passive-aggressives work behind the scenes with hidden agendas. No matter which type of aggressive behavior you have to deal with, you've got your work cut out for you. That's where this course comes in handy. It details the characteristics of the six most common types of aggressive people and provides effective ways you can cope with their behaviors.
Communication	How to Work with Arrogant and Duplicitous People	In certain settings, jesters and gossips can be quite entertaining. However, at the office or on a regular basis, they are not amusing. In fact, their habits can be quite destructive. If you've had it 'up to here' with someone who has a head the size of a compact car, or if you're tired of being told the latest malicious gossip by someone else, you'll want to take this course. After you've learned how to deal with arrogant and duplicitous people in this course, you'll never have to suffer from enlarged egos or minute self-images again.
Communication	How to Work with Negative People and Procrastinators	Don't you hate it when people say they'll do something, but when the deadline is up, it turns out they somehow never managed to get around to doing it? Or what about people who whine all the time? You might come in to work in the best of moods, but after ten minutes of someone complaining nonstop while you're waiting to fill your coffee cup, your day is shot. If you're tired of putting up with negative people or people who leave you 'holding the bag,' then you're going to love this course. It describes ways you can triumph over the negative and negligent attitudes that some of your co-workers, employees, or bosses might display.
Communication	Interpersonal Communications: The Process	It is almost impossible to be productive in today's business environment without being an effective communicator. This is particularly true if achievement of your goals depends on your ability to influence others. You need to be able to communicate your ideas, instructions, thoughts, and feelings accurately. This is not as easy as it may seem, and ineffective communication is often at the core of a high proportion of the errors, misunderstandings, and conflicts that occur in the workplace. This course is designed to give you an understanding of the prime causes of poor communication, and, more importantly, the skills required to minimize their impact.

Communication	Leading an Effective Business Meeting	Since there are more than 11 million meetings held every day in the United States, there is a good chance that your life is full of meetings. There is a general agreement among business professionals that most meetings are not well run. They often waste your time, drain your energy, seem to have no purpose, and bear few positive results. Are you tired of attending meetings like this? Are you tired of your meetings ending up like this? This course will teach you how to make your meetings more successful by providing the tools and information that are necessary to lead an effective meeting.
Communication	Listening Basics	Do you sometimes feel like you are not getting the whole message when someone talks to you? If you have problems receiving information that is verbally communicated, this is the course for you. This course will familiarize you with the communication and listening processes, and how listening functions within communication. You will discover the factors and variables that influence communication and listening and learn strategies to overcome weak listening skills. You will then apply these skills to business-based examples. Knowing the basic communication and listening processes will make you aware of where communication can be adversely affected.
Communication	Resolving Conflict with Communication Skills	Although, through the use of good communication skills, conflict in the workplace can be minimized, it can't be eradicated entirely. On the occasions when disharmony inevitably arises, there is a need for a different set of communication skills--those of negotiation, mediation, or arbitration. This course will give you an understanding of the various causes and outcomes of conflict, together with a practical demonstration of the styles and communication involved in the negotiated resolution of one to one conflict. You will also learn how to act as a third party mediator or arbitrator in situations where the parties concerned seem unable to resolve the dispute unaided.

<p>Communication</p>	<p>The Mechanics of Communicating Effectively</p>	<p>Your voice, your ability to listen, and your body language are your three vital communication tools. However, because they are given at birth they are often taken totally for granted. People mistakenly believe that because these tools are in constant daily use that they are already the best they can be. However it is possible to improve the quality of these communication essentials, and this course sets out to help you do just that. The effectiveness of your communication depends more on how you sound than the words you use. You may have something important to say and have the right words and phrases to get your point across but if your voice doesn't do it justice, your message won't be heard. This course explains how to develop a voice that people want to listen to, and gives some valuable remedies to use to make your speaking voice the best it can be. Similarly, good listening involves more than just hearing what is being said. To be an accomplished listener you must be prepared to become actively involved in the process, demonstrating your willingness to truly understand what the other person is saying. In this course you will be given strategies to assist you to improve your listening skills and in doing so to make solid connections with those you communicate with. Finally, this course will introduce you to the "silent" language of the body, giving you the ability to recognize when there is conflict between what is being said and a person's true feelings.</p>
<p>Communication</p>	<p>Workplace Communication Skills</p>	<p>Poor communication is often blamed for discord, errors, and misunderstandings in the workplace. In fact, and more correctly, poor communication of intent causes these problems. They occur when people are unwilling to say exactly what they mean, or what they want. They also occur when there is a reluctance or an inability to get clarification of another person's intent. These situations can be avoided by using certain communication techniques to establish intent, both other people's intent, and your own. This course covers the three prime strategies that will enable you to do this. By speaking assertively, you can make your intentions clear, and in this course you will have the opportunity to practice several assertive communication techniques. Similarly, the course will demonstrate how to give constructive criticism on the behavior of others, and how to receive criticism on your own behavior positively. Finally, the course covers the skill of questioning. You will learn how to use questions in a non-threatening way to direct or encourage a conversation, to uncover hidden feelings or motives, and to persuade. Effective questioning is one of the most valuable communication skills of all.</p>

Compliance	Code of Conduct Awareness	<p>A code of conduct is a key part of the ethical framework in any organization. It should outline an organization's key ethical principles and provide detailed guidelines on the expected standards of behavior for employees. The code must be effectively distributed to all employees in order to be useful, and should include a clear statement of penalties for breaching it. The existence of a well-written code of conduct is beneficial to all employees as well as the organization. This one-hour course teaches participants the concepts and benefits of a corporate code of conduct, and offers practical advice on how to apply the code to ethical dilemmas in a business environment. This course was developed with subject matter support provided by the Employment Law Group of the law firm of Baker, Donelson, Bearman, Caldwell & Berkowitz, PC. Please note, however, that the course materials and content are for informational purposes only and do not constitute legal advice. Nothing herein, or in the course materials, shall be construed as professional advice as to any particular situation or constitute a legal opinion with respect to compliance with any federal, state, or local laws. Transmission of the information is not intended to create, and receipt does not constitute, an attorney-client relationship. Readers should not act upon this information without seeking professional counsel. The information contained herein is provided only as general information that may or may not reflect the most current legal developments. This information is not provided in the course of an attorney-client relationship and is not intended to constitute legal advice or to substitute for obtaining legal advice from an attorney licensed in your state.</p>
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Compliance	Conflicts of Interest in the Workplace	<p>This course is designed to raise employee awareness about conflicts of interest in the workplace – what constitutes a conflict of interest, how a conflict of interest can be avoided, and the appropriate action to take to ensure that a conflict of interest does not negatively impact the employer or the employee. An employee has a conflict of interest with his or her employer if the employee has any type of personal interest – financial or otherwise – that may impair the employee's judgment, causing the employee to consider his or her own self-interests over those of the employer, when performing job-related duties. A conflict of interest may also exist if the employee has any potential personal interest that may impair the employee's judgment, whether the employee realizes it or not, and even if the employee does not intend to have a conflict of interest. Conflicts of interest do not have to be acted upon to exist – they can be inherent in the relationships and interests an employee has. An employee may have a conflict of interest if the employee's personal interests create the appearance of an impropriety, regardless of whether the employee's judgment is actually impaired. For example, an employee with a conflict of interest may make an impartial decision that benefits the employer, rather than the employee's own self-interest.</p>
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Compliance	Employee Sexual Harassment Awareness	<p>Sexual harassment can have a disastrous impact on victims, offenders, and the company in which the offense occurs. Training employees in the essentials of prohibited conduct is an important part of reducing liability and maintaining a professional work environment. This course helps participants identify two types of sexual harassment, and recognize behaviors that may be considered sexually harassing in the workplace. Participants will also learn about courses of action available to victims, as well as the rights of employees, and the responsibilities of employers relative to sexual harassment in the workplace. This one-hour course can help your company demonstrate its commitment to a fair, responsible, and healthy organizational environment free from harassment and intimidation. This course was developed with subject matter support provided by the Employment Law Group of the law firm of Baker, Donelson, Bearman, Caldwell & Berkowitz, PC. Please note, however, that the course materials and content are for informational purposes only and do not constitute legal advice. Nothing herein, or in the course materials, shall be construed as professional advice as to any particular situation or constitute a legal opinion with respect to compliance with any federal, state, or local laws. Transmission of the information is not intended to create, and receipt does not constitute, an attorney-client relationship. Readers should not act upon this information without seeking professional counsel. The information contained herein is provided only as general information that may or may not reflect the most current legal developments. This information is not provided in the course of an attorney-client relationship and is not intended to constitute legal advice or to substitute for obtaining legal advice from an attorney licensed in your state.</p>
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<p>Compliance</p>	<p>Equal Employment Opportunity and Discriminatory Practices in Hiring</p>	<p>Think about the last time you conducted an employment interview. Did you pay attention to the types of questions you asked the applicants? If not, you may have requested information prohibited under antidiscrimination laws. It is essential to know the types of questions that can, and cannot, be asked in order to avoid charges of unfair discrimination. It is also essential to understand how to use selection procedures that are free from intentional, and unintentional, discrimination. In this course, you will learn about the Equal Employment Opportunity laws and how these laws apply to you. You will also learn how to avoid unfair discrimination in the recruitment and hiring process. This course was developed with subject matter support provided by the Labor and Employment Practice Group of the law firm of Baker, Donelson, Bearman, Caldwell & Berkowitz, PC. Please note, however, that the course materials and content are for informational purposes only and do not constitute legal advice. Nothing herein, or in the course materials, shall be construed as professional advice as to any particular situation or constitute a legal opinion with respect to compliance with any federal, state, or local laws. Transmission of the information is not intended to create, and receipt does not constitute, an attorney-client relationship. Readers should not act upon this information without seeking professional counsel. The information contained herein is provided only as general information that may or may not reflect the most current legal developments. This information is not provided in the course of an attorney-client relationship and is not intended to constitute legal advice or to substitute for obtaining legal advice from an attorney licensed in your state.</p>
<p>Compliance</p>	<p>FMLA Leave and More: An Overview of Legally Protected Leave</p>	<p>A sick child at home. An accident or injury. A death in the family. Notification to serve on the jury for an upcoming trial. Each of these events is part of life and can temporarily prevent an employee from being able to perform his or her job. Supervisors and managers often find themselves in the position of approving or denying requests for employee leave as they handle the company's day-to-day operations. It is important for managers and supervisors to understand the basic guidelines for granting leave that are established by the Family and Medical Leave Act (FMLA) and other laws. This course describes the family- and health-related situations that trigger an employee's eligibility to take leave under the FMLA. It also explores the other types of leave which are protected by law and examines the criteria for leave entitlement. This course incorporates the FMLA regulations issued by the U.S. Department of Labor which took effect on January 16, 2009.</p>

Compliance	Getting Past Clashes: Valuing Team Diversity	Teams have diverse personalities, skills, and interests that are challenging to put together. You may not get along with every team member, but it's important that you can work together to achieve the same goal. At the end of this course, you'll have the skills needed to work with different personality styles, control your gut reactions to difficult people, and deal with difficult team members.
Compliance	Harassment in the Workplace	Harassment in the workplace is not confined to sexual harassment. Harassment can be based on all protected characteristics, including race, color, national origin, religion, age, and disability. Depending on state law and other circumstances, additional characteristics such as sexual orientation and marital status may also be protected. An effective harassment prevention training program must touch upon all of these categories. This one-hour course will provide an overview of the characteristics of various forms of harassment and what can be done to create a harassment-free work environment. It addresses how workplace harassment is defined, how to confront workplace harassment, and how to prevent it. It also offers advice on selecting the best course of action to take should you find yourself involved in an incident of harassment. If you have questions about harassment either during or after this course, please contact the designated human resources professional at your company who is trained in this area. This course was developed with subject matter support provided by the Labor and Employment Practice Group of the law firm of Burr & Forman LLP. Please note, however, that the course materials and content are for informational purposes only and do not constitute legal advice. Nothing herein, or in the course materials, shall be construed as professional advice as to any particular situation or constitute a legal opinion with respect to compliance with any federal, state, or local laws. Transmission of the information is not intended to create, and receipt does not constitute, an attorney-client relationship.

<p>Compliance</p>	<p>Privacy and Information Security</p>	<p>Information about individuals is used by businesses to provide customers with a huge array of targeted goods and personalized services that consumers have come to expect. If it lands in the wrong hands, this same information can result in harm to the very individuals it was meant to serve. The protection of an individual's personal information has business implications that extend beyond the privacy of any one individual. Private information relative to certain businesses and industries is protected by various laws. For example the Health Insurance Portability and Accountability Act (HIPAA) laws protect private medical information. Many states have enacted their own laws, and the federal government is regulated by the Privacy Act of 1974. Legislatures are increasingly responding to calls for greater protection of private information, and stories of improper disclosures of large volumes of private information receive prominent media attention. At present, there is no broad, general federal law protecting the privacy of customer information; most protections are aimed at particular types of information (such as medical or student records, for example) or particular types of businesses (such as medical providers, banks, and financial services businesses, for example). Customers and consumers expect their information to be protected and businesses that recognize the need to make privacy part of their business strategy, are ahead of the game.</p>
<p>Compliance</p>	<p>Rightful Employment Termination</p>	<p>One of the most difficult things you will do as a manager is to terminate an employee. The employee who is being terminated – regardless of the reason for the termination – may feel angry, frustrated, or betrayed. He or she may be looking for someone or something else to blame, and if the termination is not handled properly, your company could find itself defending against allegations of wrongful termination. Further, even if the termination is handled properly, the employee may file a claim anyway, and your company must be prepared to successfully defend the termination through appropriate decision making and documentation. An employer must be able to manage its workforce to accommodate the demands of its business. If employees are not performing as expected – or if the company experiences a change in the business and fewer people are needed to perform the work – some hard decisions must be made. Employers can minimize the risk of being involved in wrongful termination claims or lawsuits, or being held liable in the event that they are defending wrongful termination lawsuits, by following some basic guidelines during the hiring process and managing employees' performance during their tenure.</p>

Compliance	Supervisor and Manager Sexual Harassment Awareness	<p>Sexual harassment can have a very negative impact on victims, offenders, and the company in which the offense occurs. There are many forms of prohibited conduct that can create a hostile working environment. Training managers and supervisors about the areas of prohibited conduct is an important part of reducing liability. Company managers have an additional responsibility to both their employees and their company to know their role in preventing and responding to sexual harassment. Each company should have a policy on the issue of sexual harassment, outlining clear guidelines to deal with this issue. Every manager is accountable for knowing the laws, guidelines, policies, and resources for correcting, preventing, and investigating sexual harassment complaints. This two-hour course can help your company demonstrate its commitment to a fair, responsible, and healthy organizational environment, free from harassment and intimidation. California law requires that the learner must spend two hours on this course. Under California law, managers and supervisors are required to undertake two hours of training on sexual harassment and employers must maintain records indicating such.</p>
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Compliance	Supervisor and Manager Sexual Harassment Awareness – Multi-State Edition	<p>Sexual harassment can have a very negative impact on an organization's work environment. Managers and supervisors have a responsibility to both their employees and their company to know their role in preventing and responding to sexual harassment. This includes knowing the laws, guidelines, policies, and resources for correcting, preventing, and investigating sexual harassment complaints. This two-hour course can help your company demonstrate its commitment to a fair and responsible organizational environment which is free from sexual harassment. This course is designed specifically to address sexual harassment training requirements under California, Connecticut, and Maine law, but is applicable for supervisor and manager training in all states. Additional customization is recommended in order to fully address the state requirements. This course was developed with subject matter support provided by the Employment Law Group of the law firm of Wilson Sonsini Goodrich & Rosati. Please note, however, that the course materials and content are for informational purposes only and do not constitute legal advice. Nothing herein, or in the course materials, shall be construed as professional advice as to any particular situation or constitute a legal opinion with respect to compliance with any federal, state, or local laws. Transmission of the information is not intended to create, and receipt does not constitute, an attorney-client relationship. Readers should not act upon this information without seeking professional counsel. The information contained herein is provided only as general information that may or may not reflect the most current legal developments. This information is not provided in the course of an attorney-client relationship and is not intended to constitute legal advice or to substitute for obtaining legal advice from an attorney licensed in your state.</p>
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Compliance	Workplace Diversity Awareness	<p>In today's workplace, organizations increasingly are experiencing a diverse community of employees and customers. Having and knowing how to respond to a diverse workforce can enhance an organization's ability to cope with changing workplace dynamics, and expand the creativity of the organization while at the same time facilitating staff retention and productivity. This course was developed with subject matter support provided by the Employment Law Group of the law firm of Baker, Donelson, Bearman, Caldwell & Berkowitz, PC. Please note, however, that the course materials and content are for informational purposes only and do not constitute legal advice. Nothing herein, or in the course materials, shall be construed as professional advice as to any particular situation or constitute a legal opinion with respect to compliance with any federal, state, or local laws. Transmission of the information is not intended to create, and receipt does not constitute, an attorney-client relationship. Readers should not act upon this information without seeking professional counsel. The information contained herein is provided only as general information that may or may not reflect the most current legal developments. This information is not provided in the course of an attorney-client relationship and is not intended to constitute legal advice or to substitute for obtaining legal advice from an attorney licensed in your state.</p>
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Compliance	Workplace Ethics	<p>The corporate scandals in recent years have highlighted the need for the development of corporate and legal standards for ethical conduct in business. The perceived lack of integrity in the business world, and the lack of concern for the consumer at that time, heightened demands for businesses to develop a stronger focus on ethics in business. This course considers the concept of ethics and its role in today's corporate culture. It looks at the impact of business ethics on both the individual and the organization and covers how the use of an ethical framework can promote ethically driven behavior. The course also focuses on how the learner can use an ethical filter to help negotiate ethical dilemmas. This course was developed with subject matter support provided by the Employment Law Group of the law firm of Baker, Donelson, Bearman, Caldwell & Berkowitz, PC. Please note, however, that the course materials and content are for informational purposes only and do not constitute legal advice. Nothing herein, or in the course materials, shall be construed as professional advice as to any particular situation or constitute a legal opinion with respect to compliance with any federal, state, or local laws. Transmission of the information is not intended to create, and receipt does not constitute, an attorney-client relationship. Readers should not act upon this information without seeking professional counsel. The information contained herein is provided only as general information that may or may not reflect the most current legal developments. This information is not provided in the course of an attorney-client relationship and is not intended to constitute legal advice or to substitute for obtaining legal advice from an attorney licensed in your state.</p>
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Compliance	Workplace Violence	<p>This course on workplace violence seeks to help employees understand the motivations that trigger violence in the workplace and to prevent workplace violence from occurring. Violence can happen in any type of workplace. According to the Bureau of Labor Statistics, in the US, 10% of the 5,071 work-related deaths in 2008 were attributable to homicide, and 6% to other types of assault and violent acts (US Department of Labor, 2009). While this is certainly troubling, the incidence of workplace deaths attributable to violence is just a small percentage of the violence that occurs in US workplaces. The majority of violent incidents that managers and employees deal with on a daily basis consist of assault, domestic violence, stalking, bullying, robbery, and harassment of all types, including sexual harassment. This course will enable all employees to recognize the early warning signs of impending workplace violence, and the actions they can take to prevent and reduce workplace violence. This SkillSoft product has been reviewed by the Employment Practice Group of Burr & Forman LLP. Please note, however, that the course materials and content are for informational purposes only and do not constitute legal advice. Nothing herein, or in the course materials, shall be construed as professional advice as to any particular situation or constitute a legal opinion with respect to compliance with any federal, state, or local laws. Transmission of the information is not intended to create, and receipt does not constitute, an attorney-client relationship. Readers should not act upon this information without seeking professional counsel. The information contained herein is provided only as general information that may or may not reflect the most current legal developments. This information is not intended to substitute for obtaining legal advice from an attorney licensed in your state.</p>
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Performance Management	Assessing Performance Continuously	<p>This course shows you how to make performance appraisal a continuous process. The first stage of continuous performance assessment is planning. Appraisal must be linked to performance goals that matter, and these goals need to encompass both the organization and the individual before a performance plan can be agreed on by appraiser and appraisee. Even with conventional roles and relationships this is a challenge, but for many organizations, the role of the employee is more flexible, and reporting arrangements are more remote. The modern manager has to plan to appraise employees he may rarely see. The second stage is changing the annual performance meeting into ongoing communication about performance between the manager and employee. The manager must review and monitor performance, and respond to it by motivating the effective worker and helping the less successful worker. In this way, performance appraisal becomes one of the major managerial tools. Then, and only then, is the manager in a position to assess the performance of a worker. This third stage prepares specifically for the annual performance appraisal meeting by collecting data. The course examines the common evaluation methods, which most organizations use to evaluate performance data, including how to successfully use self-evaluation data in the assessment. Many people think that performance appraisal consists of just the actual meeting between manager and worker. This is a very limited view, which is almost guaranteed to result in ineffective appraisal. In fact, this blinkered approach is responsible for many of the negative experiences that many workers have of appraisal. This course is designed to change appraisal into a positive experience for both manager and worker by emphasizing and detailing the preparatory steps that make appraisal into a more ongoing and valuable process.</p>
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<p>Performance Management</p>	<p>Attracting, Motivating, and Retaining Technical Professionals</p>	<p>If you're having problems finding and keeping technical professionals, you're not alone. In our financially competitive and technologically advanced business world, technical professionals are in great demand. Managers need to find ways to attract top-performing technical employees and keep them once they're on the job. In fact, surveys show that managers list attracting, motivating, and retaining these technical professionals as one of their most challenging tasks. This course is designed to help managers meet that challenge. In it you will learn the factors and techniques that can attract competent technical people to a job, and you will learn how to apply these techniques to your own company. Plus, you will explore how to create the kind of work environment that will support and delight these professionals so they will continue to improve their performance and stay with your company.</p>
<p>Performance Management</p>	<p>Becoming a Manager: Leading and Communicating</p>	<p>Employees want decisive leadership from their managers. Organizations, too, need their managers to be clear about their objectives, and how their teams can achieve them. As a new manager, it is important that you understand that leadership is about giving direction, but it is also crucial that you realize that it also involves trusting and empowering your staff. You will undoubtedly have been very good at your last job, but now you will need to resist the temptation to continue doing it. For some time to come, it may be true that you could do it quicker or better, but an important part of your new role is delegating tasks to others. You will not have time to do everything yourself, and your staff members will need to know that you trust them enough, and are sufficiently interested in their development, to give them the opportunity to learn new skills. Effective communication is at the heart of most successful businesses. Being a manager means that you need to be at the center of everything. There will be people from whom you need information, and those who need information from you; some will be inside the organization, and others will be outside it. The way in which you communicate with each group may be different, but the clarity of the message, and the appropriateness of the method will always be important.</p>

<p>Performance Management</p>	<p>Managing and Rewarding Top Performers</p>	<p>Does your company have a policy in place for hiring and retaining its top-performing employees? Would you know how to convince valuable employees to stay if they were to hand in their resignation? It is becoming increasingly difficult for companies to retain their top-level employees in today's competitive market. This course examines how to attract and ultimately retain top performers through a combination of benefits packages, performance reviews, improved management policies and other non-financial reward strategies. You will also learn how to promote your company in such a way as to increase interest among prospective candidates and further improve loyalty from top performers within your organization.</p>
<p>Performance Management</p>	<p>Managing for High Performance</p>	<p>Managers today must deal with a myriad of business challenges. Often they must rely on their best personnel to get them out of a jam. But do they have the necessary skills and strategies for managing these key people? This course will examine what organizations need to do to ensure that they attract high performers, how they allow this talent to thrive, and, most importantly, how to avoid losing the talent to the competition. In addition, managers need to be able to evaluate an individual's performance and provide clearly defined outcome-based performance standards that create a benchmark for success. This requires managers to learn how to develop, coach, motivate, and inspire their high performers.</p>
<p>Performance Management</p>	<p>Managing Upward Relationships</p>	<p>Managing upward relationships is the art of consciously improving collaboration with superiors so that subordinate managers can reap the best personal and organizational results. Managers share the responsibility for managing the relationship with the top management and Board of Directors of the company. Taking advantage of that responsibility will strengthen motivation, productivity, and overall life quality of all concerned. This course attempts to explain the dynamics of power and politics and explores the common grounds between two levels in the organizational hierarchy. Managers need to have necessary interpersonal skills required for succeeding in upward relationships. The focus is on the skills and strategies that support building positive and productive upward relationships and optimizing individuals' and organizations' performances. This course also offers the managers a common-sense perspective on how to keep their bosses happy, productive, and successful for their own success and for fostering a good work environment. This requires managers to learn how to cope with difficult bosses and how to manage their upward relationships.</p>

<p>Performance Management</p>	<p>Performance Reviews</p>	<p>Appraisal interviews are the culmination of the ongoing performance appraisal process. The first part of this process begins with modeling an effective performance discussion. Then, when a manager actually knows what he is aiming for, he can use this knowledge to plan and conduct a really worthwhile, efficient performance meeting. Appraisal meetings aren't always easy encounters, even when they are planned. Sometimes, a manager will have to tell an employee that his performance isn't good enough--despite all earlier efforts. This course gives sound practical advice about how to handle the appraisal of someone who is a consistently poor performer. Appraisees aren't always passive recipients of their manager's assessments, so this course prepares managers for the more difficult reactions they will encounter. All this will make the appraisal meeting a practical and successful event. But to make it purposeful, a manager must develop better performance in her employees. This means both creating the best performance opportunities and identifying the steps a manager must take to develop her team members. Too often, training is the sole and unfocused response by many managers to their employees' development needs. This course ends by explaining how training can, in fact, be used effectively and purposefully in development. This course rejects the view held by many managers and employees that appraisal meetings are a bureaucratic and pointless activity. Instead, appraisal meetings can be designed to be both productive and practical.</p>
<p>Performance Management</p>	<p>Taking on a Management Role</p>	<p>What does becoming a manager involve? What skills are needed to be a good one, and what will others expect of you? These are all natural questions for anyone who is about to become a manager, or who has recently been promoted. Moving into a first management role represents possibly one of the biggest changes in your working life. The transition from player to manager is an exciting, but challenging, one. It takes most people out of an area in which they have been comfortable and successful for some time into more unfamiliar territory. Moving from being one of the team to leading it can be daunting.</p>

<p>Problem Solving</p>	<p>Critical Thinking Skills for Managing</p>	<p>"Rational decision making is linear and is what you do when you put your facts in order. Intuition is looking at those facts and trying to see a pattern-and the patterns aren't always evident because the patterns aren't always linear. The two together are an extremely powerful combination." Joel Kurtzman, President, Kurtzman Associates and former editor, Harvard Business Review. The Critical Thinking Skills for Managing course charts the concepts and skills that can transform competent leaders into discerning situation analysts, focused problem solvers, and powerful decision makers. The course offers analysis methodology that will sharpen managerial ability through all the stages of the critical thinking process; situation assessment, problem solving, and decision making. Leaders will learn how to hone their issue identification skills, refine their questioning techniques, and maximize their decision-making outcomes. Critical thinking processes are broken down into discreet stages or steps that can be applied and tracked easily. Mastering the processes in this course can result in better action planning and implementation throughout the organization.</p>
<p>Problem Solving</p>	<p>Group Problem Solving and Decision Making</p>	<p>To be in business means to be on a team. Every team, even if its an informal group, convenes for one purpose--to solve problems and make decisions. In today's business world, effective business groups and teams are a key ingredient in success. By skillfully overcoming problems and making productive decisions, you'll turn your group into a community of success. In this course, you'll learn the skills necessary to first set the stage for group problem solving and decision making by recognizing the components of an effective team. You'll explore valuable strategies for improving group effectiveness, strategies that will enable you to move past groupthink and other obstacles and on to team productivity. You'll also learn how to better diagnose problems within a group setting, and then generate dynamic alternatives based on your diagnosis. Finally, you'll explore concrete ways to select the best option and make a wise, lasting business decision. You can't go it alone. This course will show you why and how to make the most of the advantages inherent in group problem solving and decision making.</p>
<p>Problem Solving</p>	<p>Managing Delegation</p>	<p>Do you want to increase your effectiveness as a delegator? Are you unsure of how much control and feedback you need to implement when delegating tasks? Then this course will help you achieve those goals. As you proceed through this "Managing Delegation" course in the "Effective Delegation" series, you will gain valuable insight into several areas including change management, decision making, and developing performance standards. You will also acquire skills in supervising, empowering, and providing effective feedback in a monitored situation. By participating in this course, you will become a proficient manager of a delegated environment.</p>

<p>Problem Solving</p>	<p>Managing Projects within Organizations</p>	<p>Project-based operations have become the norm in today's business world. In essence, almost every work effort is a project, from constructing a new building to designing and delivering a new information management system. As projects become the primary method for getting things done and effecting organizational change, it is crucial to choose a good and proven method for managing projects. However, projects cannot be properly managed in a silo. Every aspect of project management is affected by the organization, the social environment, the project's stakeholders, both internal and external, and many other aspects of the context in which the project is carried out. Understanding this context is critical to good planning and good decision making as the project progresses toward achieving its objectives. This course provides an overview of the project management discipline as outlined in A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Fourth Edition published by the Project Management Institute (PMI®). Specifically, it introduces the characteristics of a project, the responsibilities that accompany project management, and the differences between portfolios, programs, and projects. The course will identify key project management concepts and terms, explore the PMBOK® Knowledge Areas, and provide information about the variables that can influence project outcomes. It will also cover the project stakeholders and the organizational influences on a project. This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work at their own organizations. This course will assist in preparing the learner for the PMBOK® certification exam. This course is aligned with the PMBOK® Guide - Fourth Edition, published by PMI®, Inc., 2008. Copyright and all rights reserved. Material from this publication has been reproduced with the permission of PMI®.</p>
<p>Problem Solving</p>	<p>Preparing a Business Case</p>	<p>Why put time and effort into preparing, writing, and presenting a business case for new projects? Why not just talk to the manager and get his approval for the project? The answers to these questions lie in the fact that organizational budgets for new projects are typically very tight and, as such, your project will be competing against other projects for funding. Without a written business case, your chances of persuading decision makers within your organization to implement your new project idea, instead of a competing project, stand little chance. This course prepares learners interested in the development of effective business cases. You will learn what a business case is and when one is used, what research you need to do before you start to write a business case, and what information should be included in your business case. Finally, you will learn how to plan and position your business case to maximize its effectiveness.</p>

<p>Problem Solving</p>	<p>Problem Solving & Process Management Tools</p>	<p>Albert Einstein is reputed to have said, "The significant problems we face cannot be solved at the same level of thinking we were at when we created them." To solve quality and process-related problems, managers should continuously enhance their knowledge of organizational processes and quality management tools. These tools help managers find root causes of problems, an important step toward removing them. Success in ensuring quality and organizational excellence depends on how effectively managers apply these tools to solve quality and process-related problems. This course explores basic problem-solving and process management tools used for identifying, analyzing, and solving quality and process-related problems.</p>
<p>Problem Solving</p>	<p>Problem Solving: Generating Alternatives</p>	<p>When faced with any problem, it's tempting, especially in today's frenzied business atmosphere, to either take the easiest route or rely on the old tried-and-true methods. But how many times have you taken a certain action and realized afterward that you had more options than you realized? Now more than ever, today's business world is complex and multifaceted. As a positive result of that complexity, however, you can enjoy the benefits of increased opportunities in problem solving. This course is designed to equip you with numerous and productive alternative generation strategies that will enable you to draw from a pool of expanded options. By so doing, you'll better recognize and act on the best possible business choice. You'll explore ways to begin generating alternatives and get into the flow of enlarging your store of possible solutions. Using both rational and creative approaches to problem solving, you'll be sure that no good idea is left unnoticed. And even when you get stuck, when that rut becomes tiresomely deep, you'll be able to right your course by using the dynamic strategies provided here. Options and alternatives are valuable commodities to possess. Get ready to take them to the bank.</p>

Sales	Communicating in Sales Teams	<p>You already recognize that information is power, but do you understand the role that communication plays in disbursing information? The success of organizations in today's business climate depends on the fast, efficient dissemination of information, and that can only come about through effective communication. This fact is true at the corporate level, at the sales level, and indeed at every level of the company. At a time when rapid change is now the norm, employees need information so that they can make the best decisions quickly. In this course, you'll learn the sales manager's role in fostering communication skills within the sales team environment. You'll learn about the importance of encouraging your employees to use supportive listening and assertive speaking techniques to enhance their performance. You'll also build your awareness of communication barriers and how to use nonjudgmental language when communicating with your team members. The course will provide information on how to make your sales team meetings more effective by showing you how to create focused agendas and successfully facilitate discussions. Finally, you'll learn about various types of written communication and their appropriate use in certain situations. You'll also learn ways to communicate with virtual sales team members who may be just down the hall, or on the other side of the planet.</p>
Sales	Conducting Effective Sales Research Meetings	<p>Researching your target accounts is important for understanding your customer's business. But only by conducting research meetings will you learn the "inside" information you need to truly understand the business fit between your company and your customer. In this course, you'll learn about bringing your research and communication skills together in strategic account sales (SAS) research meetings. You'll start by learning how to prepare for an effective research meeting. Next, you'll explore how to conduct research meetings to gather desired information. And finally, you'll learn how to close and follow up on your research meetings.</p>
Sales	Delivering High-impact Territorial Account Sales	<p>In this course, you'll learn about the third major component of the territorial account sales approach--presentation. Your presentation is the most important meeting you'll have with your client. This is when you show the decision makers that you have the right product and business fit for their needs. You've done a lot of hard work, so when you make your sales presentation, you want it to practically close the sale for you. First, you'll learn how to plan and develop a high-impact presentation. You'll then explore ways to successfully deliver the presentation to your client audience. And finally, you'll learn how to follow up your presentation and maintain your sales momentum.</p>

Sales	Field Sales Foundations	Many field sales representatives are set loose on their assigned territories armed only with a few sales tips and some information about the products and services they're selling. This course builds the foundation for a strategy that changes the customer's perception of the salesperson from a mere vendor to a consultant and true business resource. Field Sales Foundations introduces you to the basics of the field sales approach. You'll learn about its value and the importance of customer perceptions, premises for choosing the field sales approach, how it compares with a purely product-focused approach, and the planning, implementation, and closing steps for superior field sales performance. The course also gives you opportunities to apply field sales approach basics.
Sales	Gaining Access to Key Personnel at Your Target Accounts	In this course, you'll learn about the second major component of the territorial account sales approach: communication. You'll start by learning about coaching relationships. A vital part of your sales effectiveness depends on finding a key contact in each target account that can become your internal coach for the sales process. Then, you'll learn about gaining access to the right level at your target account and dealing with "gatekeepers." By effectively communicating with the right people, you'll help to ensure positive sales results.
Sales	Negotiating to Mutual Benefit	The key to being a skilled negotiator is understanding the difference between negotiating and giving money away. This course demonstrates the stages and rules that will gain you a win/win solution, and with it long-term business. If you follow the guidelines set out here, you will be able to handle customer strategies and still close the deal on terms that keep both your company and your customer happy.
Sales	Progressing through the Complex Sale	High-value purchases impact across the whole organization. So it's not surprising that these buying decisions are made by those at the top. But getting to these decision-makers isn't easy, which is why selling at an executive level is a more complex operation that requires all the resources of the highly skilled salesperson. This course is directed at supplying those resources.
Sales	The Strategic Account Sales Approach	A successful sales track record doesn't come from a hit-or-miss approach. It comes from the implementation of step-by-step processes that help ensure predictable, repeatable, and measurable results. In this course, you'll learn about the strategic account sales (SAS) approach for successful sales. You'll start by gaining an understanding of the premises and strategy behind the approach. Then you'll learn how to select target accounts based on specific selection criteria and start the process of account planning.

Sales	The Territorial Account Sales Approach	A successful sales track record doesn't come from a hit-or-miss approach. It comes from the implementation of step-by-step processes that help to ensure predictable, repeatable, and measurable results. In this course, you'll learn about the territorial account sales approach for successful sales. You'll start by gaining an understanding of the premises and strategy behind the approach. Then, you'll learn how to select target accounts based upon specific selection criteria and start the process of account planning.
Sales	Understanding Your Customer	Can you imagine trying to sell a product or service to a customer you know nothing about? You probably wouldn't succeed. The better you know your customer, the higher your chance for success. In this course, you'll learn about the first major component of the strategic account sales (SAS) approach: research. You'll start by learning about the key areas to research using the SAS approach and where to find business information sources about your client. Next, you'll explore researching your customer's business and key players and applying what you learn to the process of account planning. And finally, you'll gain an understanding of the business fit and how you and your customer can both achieve your desired business objectives.
Sales	Understanding Your Target Customer's Business	Imagine trying to sell a product or service to a customer that you know nothing about. Do you think it would be an easy process? Probably not. The better you know your customer, the better your chances for success. In this course, you'll learn about the first major component of the territorial account sales (TAS) approach--research. You'll gain an understanding of the benefits of good research and how to gather information from public sources, as well as how to gain an insiders view. You'll then explore the five TAS search elements and how to apply them to researching your customer's business structure, key players, and business fit.
Sales	Working with Your Customer's Key Players	Strong customer relationships are essential for long-term sales success. In this course, you'll learn about the second major component of the Strategic Account Sales (SAS) approach--communication. You'll start by learning about developing coach relationships in your target account. A vital part of your sales effectiveness depends on finding contacts at target accounts that can become part of an internal "network of coaches" for the sales process. Then, you'll learn about gaining access to senior-level management and dealing with "gatekeepers." By effectively communicating with the right people in your accounts, you'll help to ensure positive sales results

<p>Team Building</p>	<p>Effective Team-building Strategies</p>	<p>For a team to succeed, its members must want to win. Specifically, each team member must place the team's goals ahead of his own goals so that the team may be victorious. Team motivation can come from a variety of sources, the most usual of which is the team leader. But what if your team leader doesn't have the necessary leadership skills? Or what if she does, but she applies them ineffectively? In this course, you'll learn tools, techniques, and tips to help you--the team member--help your team develop a "one for all, all for one" mentality. In particular, you'll explore some motivational techniques to apply from the get-go so that potential problems are averted. You'll also learn how to promote and maintain a creative and productive atmosphere. Finally, you'll practice a couple of team building exercises that you can later introduce to your team.</p>
<p>Team Building</p>	<p>Effectively Communicating in Teams</p>	<p>Teams rely on the participation, input, and opinions of all team participants. Learning to speak up and encouraging others to open up are important to a team's communication. Giving and receiving feedback gracefully is another critical part of communicating with team members. Without effective feedback, little will be accomplished. Effective team communication skills don't just happen. In this course, you'll learn ways to communicate productively and nonjudgmentally, to listen effectively and assert yourself, and to provide and receive constructive feedback.</p>
<p>Team Building</p>	<p>Facilitating Virtual and On-site Teams</p>	<p>Knowing how to facilitate maturing on-site and virtual teams is critical, because it is at this time that teams typically reach peak performance. Mature teams begin to perform independently, and it's important that the leader's role changes to that of a facilitator. This course will cover the facilitation of on-site and virtual teams as teams mature. It will introduce the development stages of maturing teams and provide strategies uniquely designed for addressing problems that arise during this phase. The course will also present techniques for strengthening your team and for evaluating team effectiveness. Finally, it will offer strategies for sustaining high performance, including techniques for boosting creativity and motivating through shared leadership roles. By understanding how a maturing team develops and knowing how to apply specific strategies during these stages, you will be able to facilitate a high-performance on-site or virtual team.</p>

<p>Team Building</p>	<p>Launching Successful Virtual and On-site Teams</p>	<p>One factor that defines team success is the way in which a team is launched. Quickly moving an on-site or a virtual team into high-performance mode takes planning, strategizing, and a seamless launch. In this course, you'll learn techniques for setting up a successful team that can be applied to an on-site or a virtual environment. First, you'll learn strategies for selecting high-performing team members. Next, you will gain the knowledge and skills for setting goals and establishing ground rules. Finally, you will learn approaches for building a cohesive team culture through participation. By applying the techniques and strategies taught in this course, you will lay the foundation for successful on-site and virtual teams.</p>
<p>Team Building</p>	<p>Leading High-performance On-site Teams</p>	<p>Successful on-site teams are characterized by clear direction, team member trust, and effective communication and conflict-resolution strategies. In the early stages of team development, leaders must set up structures and processes that support the development of these team characteristics. This course offers strategies for leading an on-site team during the first two stages of team development--forming and storming. It outlines steps for defining a project and offers strategies for gaining commitment and building trust among team members. It also presents techniques for encouraging communication and collaboration. Finally, this course provides easy to follow steps for resolving conflicts. By using these strategies, team leaders can build high-performance on-site teams.</p>
<p>Team Building</p>	<p>Leading High-performance Virtual Teams</p>	<p>Virtual teams are emerging as the basic unit for conducting business in the 21st century. Virtual communication networks have made virtual teams possible, while globalization has made them a necessity. Leading virtual teams presents new challenges to leaders and managers. Virtual team leaders must find ways to successfully manage people who are separated by distance, time zones, and cultural differences. This course offers a framework for successfully leading virtual teams. It addresses some of the primary concerns managers, team leaders, and team members have about virtual teams: building teamwork to create synergy and to banish feelings of isolation, selecting and feeling comfortable with virtual technologies, and overcoming common virtual communication challenges.</p>

<p>Team Building</p>	<p>Team Conflict: The Seeds of Dissent</p>	<p>Teams are a fact of corporate life. Think about all the team buzzwords. There are cross-functional teams, self-directed teams, union teams, functional teams, total quality teams, and project teams--not to mention the concept of "The Dream Team." If there's anything that's predictable about these high-powered teams, it's the inevitability of conflict. Many teams fail to recognize that there's power in conflict. Healthy dissent actually breeds team success, and that's the essence of this course. What do you need to know about the roots of conflict and team dynamics to help cultivate a healthy mindset about conflict? At the end of this course, you'll have the skills needed to identify the stages of conflict, the awareness of group dynamics that can cripple team effectiveness, and how to build a positive approach to conflict at the time your team is launched.</p>
<p>Team Building</p>	<p>The Individual's Role in a Team</p>	<p>You can't have a team without first having a collection of individuals. But a team is more than just the sum of its parts. Effective team members go beyond themselves and their personal desires and goals. If you want to be an effective team member, your challenge is to put the team first--which means maximizing your contributions to help the team accomplish its purpose. In this course, you'll learn strategies and techniques to help you become an effective and valued member of your team. First you'll explore ways for adopting a positive approach to being on a team. Then you'll learn strategies that will help you create a successful team experience for everyone on the team, including yourself.</p>
<p>Desktop</p>	<p>Getting Started with Excel 2010</p>	<p>Excel 2010 is the newest version of Microsoft's comprehensive spreadsheet tool that offers features that support a wide range of functions. The Ribbon menu is unique to Microsoft Office and stacks the many features of Excel into related tabs, making it easy to quickly access the ones you need. Backstage view is a streamlined gathering of all file-level tools, such as those used for saving, printing, and sharing your files. This course explores these topics and many other basics of Excel 2010, including opening the application, creating new spreadsheets, entering data and, AutoFill features. It also provides an introduction to the many tools that will help you create and use your spreadsheets productively.</p>
<p>Desktop</p>	<p>Applying Basic Data Formatting in Excel 2010</p>	<p>Excel 2010 provides a number of tools and features that allow you to visually enhance the appearance of worksheets and workbooks. Data and cells can be manipulated and customized using various positioning and formatting features. This course explores the processing of formatting cells and text, using tools such as the format painter and changing the way text is presented in order for it to be more visually appealing. This course also explains the various options for formatting numbers in Excel 2010.</p>

Desktop	Moving and Getting Around in Excel 2010	While it can look complicated and daunting, navigating the Excel interface isn't as difficult as it first appears. This course will show you how to move around the Excel interface using the various keys on the keyboard, such as the Home and End keys, and Ribbon commands. The course also covers the ways in which you can view and arrange workbooks and worksheets to be the most useful and shows you how you can access Excel's many Help features.
Desktop	Moving Data and Modifying Worksheets in Excel 2010	The ability to easily manipulate data is probably the biggest benefit of using productivity applications, such as Excel 2010. For instance, if you have to copy the same data multiple times or move large amounts of data from one place to another within a worksheet or between workbooks, you can see this is much more easily accomplished through software than through the use of pen and paper. For example, Excel 2010 features such as Live Preview let you see how copied data will look before you copy it, even if it's copied between Office applications, and the Paste Special option allows you to further define how your data is copied or moved. This course is designed to show you many of the ways that Excel 2010 allows you to manipulate data and the worksheets that contain them and describes features that let you do this quickly and efficiently.
Desktop	Saving, Sending, and Printing Excel 2010 Workbooks	Excel 2010 makes it easy for you to save, print, and share workbooks and worksheets. When you create an Excel workbook, you will most likely want to save it, and in many instances, print it to save a hard copy or share with someone else. New features of Excel 2010 also allow you to easily collaborate with others by using the Sharing option in Backstage view. All of these options – saving, printing, and sharing – are grouped together on the File tab for convenience. This course describes these Excel features and explains how to use them to increase your efficiency and productivity.
Desktop	Getting Started with Outlook 2010	Outlook 2010 is the latest release of Microsoft's primary messaging client. Outlook provides all of the tools necessary to manage e-mail, scheduling, tasks, and communication. The Outlook 2010 interface has been updated and now uses the ribbon instead of menus, which makes it easier to locate the commands you need. This course addresses the basic features and functionality of Outlook 2010, including an introduction to the redesigned interface, how to create e-mail messages, and view and reply to incoming e-mails.
Desktop	Managing Conversations and Organizing E-mail in Outlook 2010	Microsoft Outlook 2010 provides you with the tools you need to efficiently manage and organize your e-mail messages. Included in Outlook 2010 is a new Conversation view that automatically groups all of your messages by subject, greatly reducing the number of items in your Inbox. This feature along with options that allow you to categorize and flag messages are discussed in the course. Also, covered are the ways you can organize messages in the Inbox.

Desktop	Managing Attachments, Graphics, Signatures, and Autoreplies in Outlook 2010	Using Outlook 2010 you can now create e-mail messages that include compelling visuals and graphics that capture the reader's attention. You can also attach and format screenshots from your computer to better convey ideas in your message. This course discusses working with attachments in Outlook 2010 as well as including graphics, tables, symbols, and links in your messages. How to add signatures to e-mail and auto replying to messages that you receive are also covered
Desktop	Using the Calendar for Appointments, Events, and Meetings in Outlook 2010	The Outlook 2010 Calendar allows you to create appointments and events, as well as schedule meetings. The Calendar is fully integrated with the other components of Microsoft Outlook 2010 allowing you to easily incorporate your contacts and e-mail functionality with the Calendar. This course introduces the major components of the Calendar as well as providing a tour of the interface. Also discussed are how to create appointments and events, and how to schedule meetings with other Outlook users.
Desktop	Getting Started with Word 2010	Word 2010 is the newest version of Microsoft's dynamic word processing tool and it offers features that allow you to create attractive and engaging documents. The Ribbon menu, which is unique to Microsoft Office, organizes Word's many features into related tabs and makes it easier to quickly access those you need. The new Backstage view provides a single streamlined 'stage' for all file-level tools, such as those used for saving, printing, and sharing your files. This course explores these topics and many other basics of using Word 2010, including opening the application, creating new documents, and an introduction to the many tools that will help you create and edit your documents.
Desktop	Formatting and Working with Text in Word 2010	Word 2010 makes it easy to apply formatting to documents by providing a live visual preview of various formatting options. This allows you to view a variety of formatting changes before actually committing to them. This course explains the Font formatting options, as well as the Mini toolbar and Live Preview features. In addition, the creation and formatting of bulleted, numbered, and multilevel lists are demonstrated.
Desktop	Organizing and Arranging Text in Word 2010	To create an attractive, coherent Word 2010 document, it's important to understand the application's basic paragraph-formatting features. This course explores formatting paragraphs in Word 2010, along with a variety of other useful formatting tools such as margins and indents. The course demonstrates how to set margins, paragraph indenting and alignment, tab stops, and how to show or hide formatting marks than can help guide your formatting decisions.

Desktop	Moving Around in Word 2010	Word 2010 offers a variety of intuitive navigation features that help you move around and find your way through documents, whether they're a few pages or hundreds of pages long! This course explores basic navigation features such as scrollbars and keyboard keys, along with built-in tools such as the new Navigation Pane. This pane combines features of the Document Map, thumbnails, and Search features found in earlier versions of Word into one, easy-to-use interface. The course also demonstrates how to use Word's Full Screen Reading view to page through a file as if it were a printed document, and how to use Word's Outline view to organize your document.
Desktop	Using Themes, Backgrounds, Watermarks, and Quick Parts in Word 2010	Office Word 2010 offers a variety of layout tools and features that allow you to enhance the visual appearance of your documents. This course shows you how to apply themes, including theme colors, fonts and effects, to create polished, professional-looking documents. It also guides you through using the Quick Parts Gallery to save commonly-used text and images as reusable items, and also apply AutoText, Document Properties and other building blocks to a page quickly and easily. In addition, the course explores tools that help protect your intellectual property by enabling you to add watermarks and backgrounds.
Desktop	Adding Tables of Contents, Footnotes, Hyperlinks, and Bookmarks in Word 2010	Word 2010 offers you a variety of tools that allow you to insert navigation and reference materials into a document. With heading styles applied to your document, you can easily construct a table of contents; you can also insert footnotes and endnotes, and you can quickly link to web pages, shared files, or other sections of a document using bookmarks. This course explores all of these topics, and discusses how to use each feature to improve the readability of your documents.
Desktop	Forms, Fields, and Mail Merge in Word 2010	Word 2010 enables you to create forms quickly and easily, so that they can be used by other users of Word 2010. Forms contain editable form controls that you can link to external data sources, and Word 2010 contains security features to protect forms from tampering by other users. Another method of capturing document information is by using fields. You can use fields to add information about a file into the document. For example, you can insert an Author field to insert the author's name, or use a LastSavedBy field to enter the name of the person who last saved the document. Word 2010's mail merge feature enables users to merge content such as address blocks into letters, e-mail messages, envelopes, and labels very easily. This course demonstrates how to add, modify, and update forms and fields, and also illustrates the various mail merge capabilities of Word 2010.

Desktop	Customizing Visual Elements in Excel 2010	Adding visual elements to Excel worksheets can help to enhance what can sometimes be dry facts and figures, making it easier to hold the attention of the intended audience. A balance needs to be struck, however, between enhancing and overwhelming when it comes to adding graphics and colors to your Excel workbooks. Excel 2010 provides you with a number of basic and advanced techniques for customizing common elements such as charts, themes, cell styles, and graphics. This course describes many of these techniques and shows you how to implement them to their best effect.
Desktop	Workbook Settings, Conditional Formatting, and Number Formats in Excel 2010	You can customize the look and feel of workbooks and the program's functionality and efficiency using Excel 2010's numerous features and tools. You can modify existing themes and styles to meet business needs, or you can create custom themes and styles to further enhance data presentation. Custom number formats allow you even more control over the presentation and usefulness of your workbooks and conditional formatting gives you the power to apply individual formatting based on custom rules that meet your specific needs. This course explores some of the more advanced ways that you can enhance your workbooks and data using Excel 2010's powerful customization features.
Desktop	Organizing Data and Objects in Excel 2010	Excel 2010 provides multiple features for organizing and managing data, including sorting and filtering tools that are integral to data analysis. Using data organization features, you can sort, filter, and group and outline data so that you can focus on its key parts. Properly arranged data using the commands in the Arrange group allows you to present your data in a logical and easy to understand manner. This course explores organizing data in Excel 2010 using the built-in features. It also covers arranging objects for better viewing as well as the use of hyperlinks to organize data.
Desktop	Verifying Excel 2010 Data and Formulas	Formulas are an integral and important feature of Excel 2010. So ensuring they are correct can save you time and a lot of headaches. Excel 2010 provides you with the tools you need to audit formulas and correct errors that may be found. In addition, using Excel's data validation tools you can restrict the types of data that can be input to your workbooks – preventing data entry errors that could otherwise occur. This course describes Excel 2010's auditing and formula correction features and shows you how to use data validation to avoid worksheet errors.

Desktop	Getting Started with PowerPoint 2010	PowerPoint 2010 is a presentation program that allows you to create professional-looking slide-show presentations. This course provides an introduction to the main components of the PowerPoint 2010 interface. It covers opening and saving a presentation, working with slides, formatting text and text boxes, and using templates and themes to create professional looking presentations.
Desktop	Visually Enhancing PowerPoint 2010 Presentations	PowerPoint 2010 enables you to create visually appealing presentations through the use of graphics. Adding simple enhancements through the use of themes, tables, charts, and SmartArt allows you to create more engaging and interesting presentations. This course introduces the various themes and SmartArt features that allow you to add flair to your presentations by using colors and shapes to emphasize text and data. Also covered are the various ways of incorporating diagrams, tables, and charts to create a professional and effective presentation.
Desktop	Adding Images to Presentations in PowerPoint 2010	Inserting images, such as photographs, clip art, and shapes, into your PowerPoint 2010 presentation can help to capture and keep the attention of your audience. This course will show you how to insert, format, and apply special effects to your images so that they provide the maximum impact for your presentation. You will learn how to create a photo album and create a presentation that effectively displays your favorite photos. In addition, you will be shown how to use the new built-in screen capture tool that enables you to capture and embed screenshots of other programs into your slides.
Desktop	Using Advanced Slide Show Tools in PowerPoint 2010	PowerPoint 2010 provides you with all the tools necessary to create and present engaging and effective presentations. As an advanced user, you can take advantage of features that allow you to customize your animations to create just the right effect. PowerPoint has tools for getting your animations to move at the right speed and in the right order. There are also built-in tools, such as the animation painter, that allow you to easily apply an animation scheme to the entire presentation in one easy step. Once you have perfected your presentation, you can set and rehearse timings, create mouse-over actions for elements on a slide, and record your presentation for automatic delivery. There are also many tools that make the presentation of your slide show easy and effective, such as highlighters and laser pointers. These tools and features are all covered in this course.

Desktop

Collaborating and Sharing
Presentations in PowerPoint 2010

Today people can collaborate on the development of PowerPoint presentations in new and exciting ways. With the proper technological infrastructure in place, PowerPoint has the capability of allowing multiple people to work on the single presentation at the same time. An alternative to co-authoring a presentation with other team members is to send the presentation as an e-mail attachment, save it to a web site, burn it on a CD, or broadcast it live over the Internet. To simplify the process of reviewing and accepting or rejecting changes, you can now merge the reviewed version with your original version into one presentation. This course explores these topics and many other collaboration features available in PowerPoint 2010. Also covered are proofing, language, and research tools, along with options for printing and protecting a presentation.