Learning and Organizational Development: Certificate Programs and General Enrollment Offerings
## Certificate Programs vs. Learning Tracks

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<tr>
<td>- Nomination/application selection process</td>
<td>- General enrollment open to everyone</td>
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<tr>
<td>- Structured curriculum with mandatory attendance</td>
<td>- Select only what is needed</td>
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<tr>
<td>- Assessments incorporated</td>
<td>- Do not have to take everything within a track</td>
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<tr>
<td>- Applied learning</td>
<td>- Can select courses across tracks</td>
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<tr>
<td>- Move through in cohorts</td>
<td>- Not set up with cohorts</td>
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<tr>
<td>- 8-12 month commitment</td>
<td>- No long-term commitment</td>
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<tr>
<td>- Graduation and certificate</td>
<td>- No completion certificates (except HR Rep)</td>
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<tr>
<td>- Cost based on program</td>
<td>- Cost based on course selection</td>
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Manager Development Program
Workshop Topics

1. Essentials of Leadership
2. Building and Environment of Trust & Ethics
3. Birkman & Capstone Project Review
4. Situational Leadership
5. Crucial Conversations (2-day)
6. Coaching for Success & Coaching for Improvement
7. Managing Performance Problems
8. Civil Treatment for Managers
9. Essential Interviewing Skills
10. Retaining Talent
11. Collaboration
12. Presentation Skills
13. Graduation

Supervisor Development Program
Workshop Topics

1. Getting Started as a New Leader
2. Essentials of Leadership
3. Situational Leadership
4. Building an Environment of Trust
5. Birkman & Capstone Project Review
6. Crucial Conversations (2-day)
7. Civil Treatment for Managers
8. Setting Performance Expectations
9. Coaching for Success & Improvement
10. Managing Performance Problems
11. Delegating for Results
12. Leading Change
13. Presentation Skills
14. Graduation

* $500 is the amount that is charged to the participant’s department, and does not include all the actual costs of the program.
### Learning Tracks

#### Aspiring Leaders
- Achieving Your Leadership Potential
- The Business of Higher Education
- Influential Leadership
- Taking Charge of Your Development (web-based course)
- *Improving Personal Productivity*

#### Coaching & Feedback
- Crucial Conversations
- Feedback Essentials
- Managing Performance Problems
- Reviewing Performance Progress
- Setting Expectations
- Developing Others (web-based course)

#### Customer Service
- Fantastic Service Behaviors
- Creating a Service Culture: The Leader’s Role
- Taking Action to Solve Problems
Learning Tracks

Interpersonal Skills
- Better Business Writing
- Crucial Conversations
- Increasing Personal Effectiveness
- Communicating with Impact
- Working Through Conflict
- Building Trust

Project Management
- The Business of Higher Education
- Crucial Conversations
- Influential Leadership
- Project Management
- Making Meetings Work (Web-Based Course)
- Improving Personal Productivity
- Partnerships for Improvement
Special Offerings

- **Business of Higher Education**
  - Short sessions that highlight various aspects of the University

- **Basic Facilitation for Subject Matter Experts**
  - Invitation only

- **Executive Track (for Directors and above)—under development**
  - Crucial Conversations for Leaders
  - Influential Leadership
  - Presentation Skills
  - Negotiation Skills
  - Situational Leadership
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http://www.hr.emory.edu/learningservices