WORKFORCE FORWARD.

LEARNING AND DEVELOPMENT SOLUTIONS GUIDE | FALL 2013

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CC

Corporate College
MONROE COMMUNITY COLLEGE

POWERFUL | EXCEPTIONAL
PROCESS | RESOURCES

COMPLETE
SOLUTIONS

TODD OLDHAM
Vice President, Economic Development
and Innovative Workforce Services

The past few years have brought major shifts across the country in community college offerings, as there has been an increased emphasis on a college's role as an economic and workforce developer. Additionally, the recent economic challenges have created the need for businesses to be increasingly efficient with their operating budgets while still investing in the capability of their workforce. As a result, the United States has seen an emergence of the corporate college structure, which focuses on providing workforce training and development for businesses and individuals.

As a leading educational institution with an emphasis on economic and workforce development, we have created the MCC Corporate College. A dedicated staff has designed more than 90 course offerings to specifically address the training and workforce needs of the region from both a business and individual worker perspective. We bring the knowledge and experience of an accredited educational institution and a data-focused approach to inform training programs that will specifically address local worker pipeline deficits faced by industry, and help put displaced workers back to work. Through these efforts, we are poised to prepare the current and future workforce by providing them the latest skills and expertise in the industry.

Our commitment to the community is to be the premier provider of workforce learning and professional development. According to Economic Modeling Specialists International (EMSI), by 2022 there will be an estimated 139,000 new and replacement jobs in Monroe County, and 32% of these jobs will require an associate's degree or higher. Our workforce needs to be prepared for these changes. I believe we have the resources to prepare them, including fully customizable credit and non-credit training offerings to meet any corporation's need, cutting-edge technology that allows users to access training online at any time from anywhere, and more.

Together, we can move the workforce forward and help our business community thrive.

POWERFUL PROCESS
TRAINING THE NEXT GENERATION OF LEADERS.

Your business is growing and the economic landscape is changing. Competitive companies ensure employees and staff have the necessary skills to meet the demands of the current economy. MCC Corporate College partners with your organization to create a workforce that will grow with you and lead the way to success, now and in the future.

MCC Corporate College delivers training and professional development solutions for regional businesses, industries, and corporations. Our programs feature experienced training professionals and educators who offer comprehensive training. We analyze labor market data, employee surveys, post-training evaluations, and industry trends to ensure we are developing competency-based learning systems that are responsive to the environment and needs of our clients. Each program is custom-designed and scalable to fit your business needs. Our comprehensive approach is ultimately driven by results.

Our training experts analyze your needs and then provide professional guidance to identify your most essential training goals — including a written learning and development recommendation — and present cost-effective, customizable, measurable programs with desired outcomes set prior to training. MCC Corporate College provides the tools and training you need to give your workforce a competitive edge.

EXCEPTIONAL RESOURCES

THE MCC ADVANTAGE.

Monroe Community College in Rochester, New York, has one of the more comprehensive offerings of both degree and non-credit career and technical education programming in New York state. As a provider of education and training opportunities, economic and workforce development is one of MCC's highest priorities.

BREADTH OF PROGRAMS

Access the full MCC credit-based course and program offerings, including more than 90 programs.

ACCREDITATION

As an accredited institution, MCC Corporate College is qualified to review training curricula for possible award of Continuing Education Units and/or college credit.

NATIONALLY RANKED

MCC is a national leader, ranking among the top 5% of largest community colleges in the United States.

INNOVATION

Recognized as one of the most innovative community colleges in North America, MCC provides the latest learning technology, including lecture-capture, e-learning development, video production, and blended options.

CONVENIENCE

MCC delivers a flexible, client-driven schedule on-site, at one of MCC's multiple facilities, or online.

PLACES OF DISTINCTION

MCC Corporate College provides facilities and training centers that are designed to provide hands-on, relevant education for specific programs.

TRAINING SPACE

Clients have access to all five MCC locations, including the Economic & Workforce Development Center where the Corporate College is located. Ask about our reasonable facility rental rates.

HOMELAND SECURITY MANAGEMENT INSTITUTE

The institute is dedicated to training professionals and private citizens on how to respond to, and guard against, possible acts of terrorism, workplace violence, and unseen safety threats.

PUBLIC SAFETY TRAINING FACILITY

This regional emergency training complex is dedicated to training police, fire, and emergency medical personnel with specialized training tools such as aircraft simulators, burn buildings, crime scene simulators, firing range simulators, TEAM/Tac simulators, and other training props.

APPLIED TECHNOLOGIES CENTER

This 53,000-square-foot, state-of-the-art facility for technical education and industry-based training, contains a computer lab, multi-use classrooms, state-of-the-art machining and HVAC/R laboratories, and more.

AGRICULTURE AND LIFE SCIENCES INSTITUTE

The institute advocates on issues relating to land use, offers marketing education, and provides academic instruction for existing and future agribusiness professionals. Training includes workshops, on-location consultations, and online seminars.
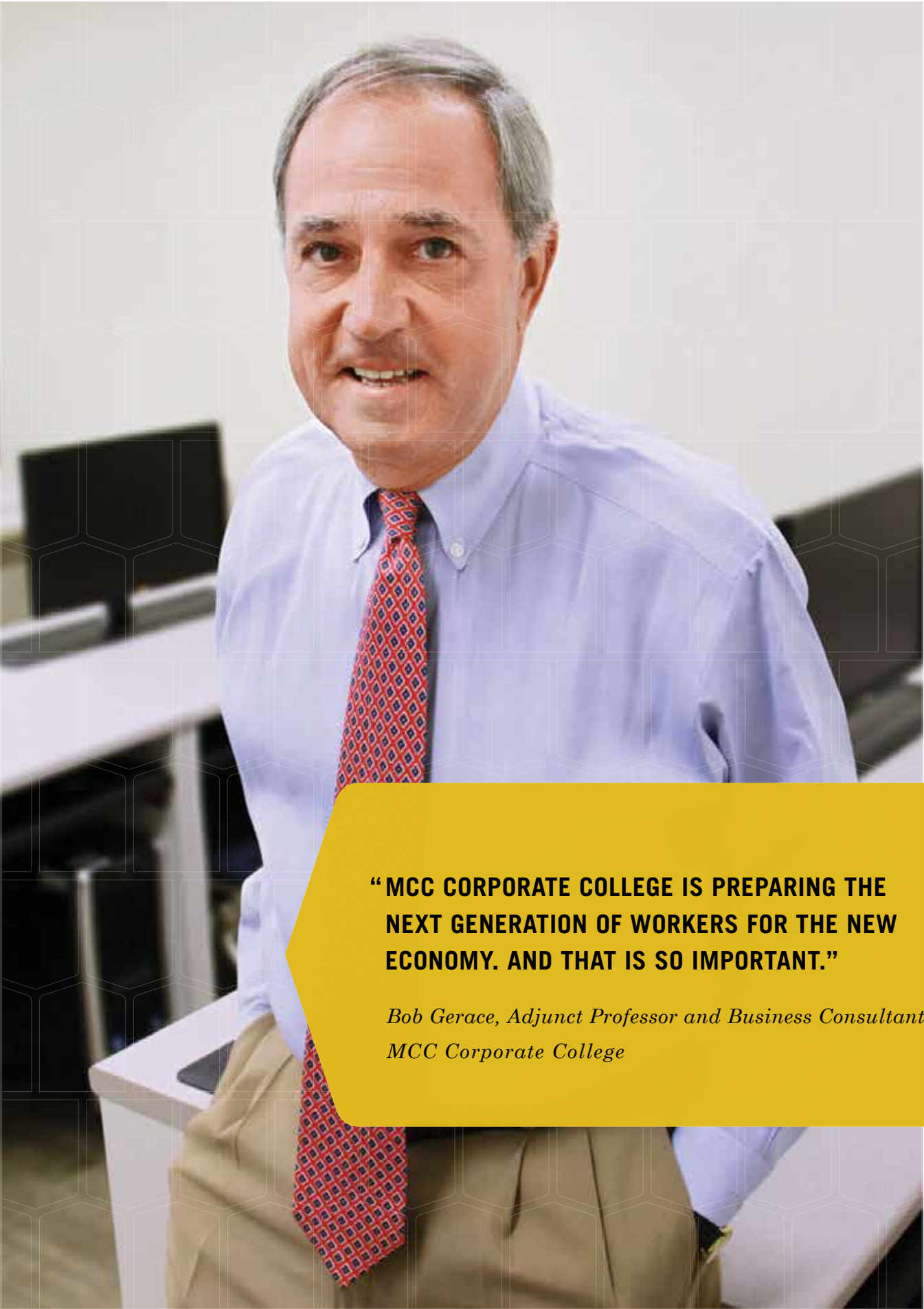
"MCC CORPORATE COLLEGE IS PREPARING THE NEXT GENERATION OF WORKERS FOR THE NEW ECONOMY. AND THAT IS SO IMPORTANT."

Bob Gerace, Adjunct Professor and Business Consultant
MCC Corporate College
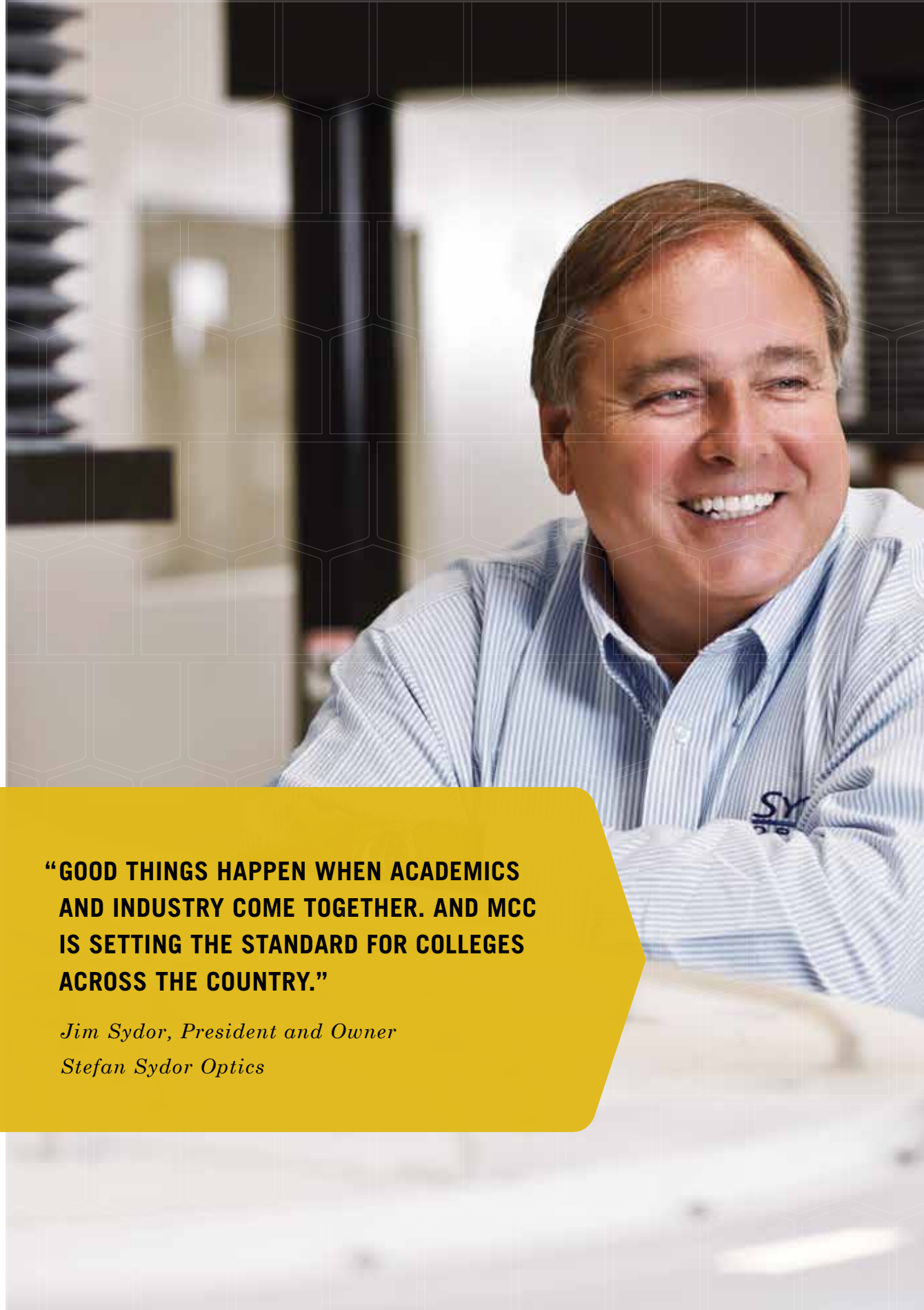
COMPLETE SOLUTIONS

TRAINING FOR THE NEW ECONOMY.

MCC Corporate College workforce training services represent a complete package: a solutions-based, progressive approach to learning and development, credit and non-credit classes, technology, innovation, and superior customer service. Our unique, fully consultative approach to our clients' training needs helps them train – and retain – a skilled workforce.

EMPLOYEE SURVEYS
MCC Corporate College surveys your employees to identify your company's learning and development needs based on employee feedback.

CREDIT FOR PRIOR LEARNING (CPL)
We evaluate past individual learning activities for potential MCC college credit.

EVALUATION SERVICES
MCC Corporate College performs essential analysis of the impact of training within your organization. Our tools and methods can assess and evaluate application results and return on your learning and development investment through precise data collection, observation, and measurement.

CONTRACT TRAINING (NON-CREDIT AND CREDIT)
Comprehensive, customized training solutions are developed and delivered to meet specific workplace demands. Training solutions are designed with clear outcome objectives, delivered on-site or off, and followed by extensive evaluation.

OPEN ENROLLMENT TRAINING (NON-CREDIT)
MCC Corporate College provides a regular schedule of courses for individual workers interested in updating their skills or finding a new career – also a valuable learning and development solution for businesses interested in training small numbers of employees.

INSTRUCTIONAL DESIGN AND RAPID e-LEARNING
MCC Corporate College creates customized face-to-face, online, or blended curricula for your organization.

DIGITAL PRODUCTION SERVICES
Experienced, professional digital production specialists provide effective educational and documentary videos to support and enhance learning, frequently creating the digital learning assets used in custom curricula.

MCC CAREER COACH
This free, web-based career exploration tool is designed to help users find new careers, benchmark employee salary information, or investigate career development opportunities using current local data on wages, employment, job postings, and associated education and training. For more information visit www.monroecc.edu/go/careercoach.
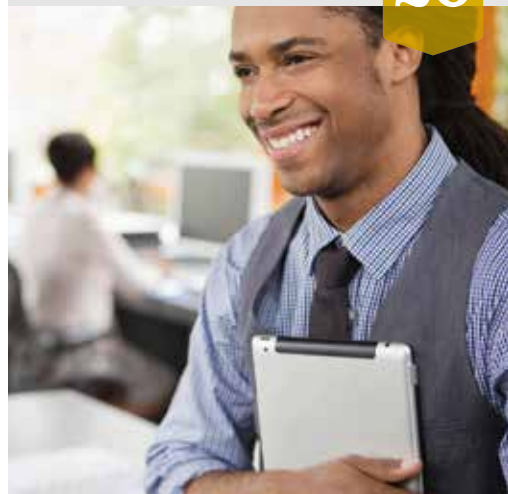
"GOOD THINGS HAPPEN WHEN ACADEMICS AND INDUSTRY COME TOGETHER. AND MCC IS SETTING THE STANDARD FOR COLLEGES ACROSS THE COUNTRY."

Jim Sydor, President and Owner
Stefan Sydor Optics

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PERSONAL DEVELOPMENT

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The following course descriptions outline offerings of MCC Corporate College. Each description briefly highlights course content and learning objectives. Sessions may range from two- or four-hour workshops to full-day or multi-day training events and can be combined with other course descriptions for sessions or programs.

Professionalism

INDIVIDUAL ACCOUNTABILITY
Become your own boss at work. Take control of your responsibilities, goals and future. Become a more disciplined, astute judge of your professional performance by setting demanding standards for yourself, reviewing intermittent goals, and assessing final outcomes. Gain more control of your professional life with a clear plan tailored to your job with this course.

Learning Outcomes
• Learn the advantages of exploring and defining
  your personal work values.
• Raise your personal accountability level.
• Assess the values required for professional tasks
  with your personal work values.

Course Content
• Identify statements and characteristics that demonstrate
  your personal accountability in a professional setting.
• Critique examples and develop a sequence of steps for
  a personal accountability plan.
• Develop the language and standards of a
  self-assessment plan.

SELF-EMPOWERMENT AND SELF-COACHING
You have earned the job; now develop the attitudes and behaviors that will make you more successful. Learn to empower yourself through self-coaching as you develop an entrepreneurial mindset. Develop a personal model that will raise your performance.

Learning Outcomes
• Recognize the values and benefits of self-empowerment
  as applied to your job.
• Identify your personal attributes that will show initiative
  on the job.
• Replace self-defeating internal dialogues with the
  language of self-coaching.

Course Content
• Learn the essentials of self-empowerment.
• Determine the differences in behavior and attitude
  that distinguish "laborers" from "entrepreneurs."
• Determine a step-by-step plan for your own
  self-empowerment model.

GOAL SETTING
Harness the power you need to advance your career and personal life by mastering the art of setting goals. You will construct goals, structure them for success, align goals with personal priorities and professional duties, and assess how you use your time.

Learning Outcomes
• Learn to define achievable goals.
• Align personal priorities with achievable goals.

Course Content
• Differentiating between performance goals and
  development goals.
• Understanding the nuances between achievable
  vs. unachievable goals.
• Setting realistic goals in a variety of scenarios.
• Assessing risk in proposed goals specific to a situation.

DEVELOPING A PROFESSIONAL IMAGE
The rules of the workplace extend beyond your cubicle to your appearance, e-mails and use of social media. Learn the dos and don'ts of maintaining a polished, professional image.

Learning Outcomes
• Communicate like a seasoned professional.
• Enhance your professional image.
• Develop a set of guidelines for social media and
  cell phone use.

Course Content
• Recognizing and avoiding common e-mail blunders.
• Projecting a professional image.
• The rules of conduct on the job.

Career Management

PLAN YOUR PATH

Getting and keeping your career on track requires careful planning. Don't be left waiting for an opportunity to come knocking on your door–go out and make it happen. Complete a self-assessment of your skills and emerge with a plan for success.

Learning Outcomes
· Identify your strengths as they fit in the marketplace.
· Learn how to evaluate your career.

Course Content
· Assessing your strengths and weaknesses.
· Promoting your strengths and minimizing weaknesses.
· Understanding the steps in developing a career plan.

FINDING THE RIGHT PATH

Learn how to be in the right place at the right time within your organization. You can successfully advance your career, rather than making lateral moves, or perhaps find success with a new employer.

Learning Outcomes
· Recognize the steps for successful in-house job changes.
· Develop a promotion plan.
· Identify ways to move to a new employer.

Course Content
· Strategies for successful job changes.
· Examples of how to ask for assignments that will advance your career.
· Learn the sequence of steps for creating and implementing a promotion plan.

NETWORKING FOR THE JOB OR THE CAREER

Networking–"it's not always what you know, but who you know"–has been standard advice for generations. Good communication skills are a crucial element in building strong professional relationships and maintaining an effective network of business contacts.

Learning Outcomes
· Understand the importance and method of establishing a business network.
· Recognize strategies to maintain your business network.
· Apply networking strategies to achieve career goals.

Course Content
· Best practices for building business contacts.
· Strategies for conversing with new contacts during networking opportunities.
· Building rapport with new contacts.

Interviewing Strategies for the Interviewee

RESUME DEVELOPMENT AND BEHAVIORAL INTERVIEWING PREPARATION

Resumes have come a long way in the past five years. They are no longer a static document, but instead are tailored to the specific job at hand.

Learning Outcomes
· Knowing how to tell your story on paper is the key to differentiating your resume from the rest of the applicants.

Course Content
· Elaborate on points to truly showcase your unique talents and potential impact in the new organization.
· Learn how to not only land the interview, but the job as well!

PREPARING FOR AN INTERNAL REVIEW

You're the only inside candidate for a job so put that internal knowledge to use. You know how the organization operates so leverage that advantage.

Learning Outcomes
· Explore essential steps in preparing for an internal interview.
· Improve your inside knowledge of the work setting.
· Assess your skills, accomplishments and values.

Course Content
· Recognize types and sources of information that will be useful to you in preparing for an internal interview.
· Assessing your personal assets in preparation for an internal interview.
· Effective responses to anticipated interview questions.

MAKING A POSITIVE IMPRESSION IN AN INTERNAL INTERVIEW

Interviews can be stressful, but there's one trump card you control–a positive impression. You can leverage your experience and internal knowledge. It's important to show them you're the right person for the challenges and responsibilities of the role, and it all starts with making a positive impression during your interview.

Learning Outcomes
· Learn techniques for meeting expectations and displaying your competence.
· Connect with the interviewers' perspective.

Course Content
· Assessing an interviewee's response for evidence of focus and interpersonal skills.
· How to present yourself in the best possible light during an interview.
· Examples of effective questions to ask in an interview.

Peer Relationships

THE VALUE OF PEER RELATIONSHIPS

Good peer relationships often determine the success of an organization. They are an important factor in strategic thinking. Examine the benefits of positive peer relationships and how they can boost or inhibit morale in the workplace.

Learning Outcomes
· Understand the organizational benefits of peer relationships.
· Identify how personal relationships differ from professional relationships in the workplace.
· Explore how individuals can cultivate peer relationships that can make an organization more collaborative and competitive.

Course Content
· Personal benefits of positive peer relationships.
· Characteristics of peer work relationships.
· Expectations of professional relationships.

DEVELOPING STRATEGIC PEER RELATIONSHIPS IN YOUR ORGANIZATION

How do you find peers at work that can help your career? Examine the relationships, environment and strategies for collecting and maintaining beneficial peers that will move you ahead on the job.

Learning Outcomes
· Identify the peers in your organization who are especially important in meeting your goals.
· Learn to develop solid, mutually beneficial relationships with key peers.

Course Content
· How to keep your peer relationships healthy.
· Developing a keener awareness of your working environment.
· Recognizing which of your colleagues are key peers.

FORMING PEER RELATIONSHIPS AND ALLIANCES AT WORK

You've developed a network of peers on the job, now it's time to put these relationships to work. Developing a healthy network of peers you trust plays a major role in your success at work.

Learning Outcomes
· Leveraging social and communication skills in building peer relationships.
· Building peer support networks.
· Collaborating with peers toward a common goal.

Course Content
· The value that emotional and social intelligence have in forming peer relationships.
· The ability of peers to build a support network.
· How to identify team members capable of collaborating toward a common goal.
· The advantages of collaborating with peers toward a common goal.

Business Ethics

WORKPLACE ETHICS

Enhance your professional approach with an awareness of the importance of ethics in the work setting. Hone your understanding of what constitutes ethical behavior. You will learn the thinking behind ethical behavior and be able to recognize some of the common myths about business ethics.

Learning Outcomes
· Define workplace ethics.
· Recognize the factors that influence ethical dilemmas.
· Identify personal benefits of acting ethically.

Course Content
· The importance of ethical conduct at the corporate level.
· Common myths about business ethics.
· Employee beliefs that foster ethical workplace behavior.

DEVELOPING A CODE OF ETHICAL CONDUCT

Many companies provide their employees with a formal code of conduct, but you can also develop your own code by clarifying your ethical principles and applying guidelines for behaviors that align with your code.

Learning Outcomes
· Develop your own code of conduct.
· Apply core values at work.
· Approach common ethical problems with confidence.

Course Content
· Examples of conduct that demonstrate ethical values.
· The process for developing a personal code of conduct.
· Ethical implications in a given scenario.

ETHICAL DECISION-MAKING IN THE WORKPLACE

You know the code of ethics, but the temptation to bend the rules is always present. Learn to avoid these situations.

Learning Outcomes
- Identifying ethical problems.
- Avoiding obstacles that may tempt you to act improperly.
- Having you the tools necessary to guide you toward the right decisions.

Course Content
- Strategies for removing obstacles to ethical decision making.
- Avoiding obstacles to ethical behavior with corresponding strategies for removing them.
- A process for making ethical decisions.

Business Etiquette and Professionalism

DEVELOPING BUSINESS ETIQUETTE

You won't find the rules posted, but an unwritten code exists on how to conduct yourself in a place of business. Develop a business posture that reflects positively on your image, which is especially important in this time of far-reaching social media.

Learning Outcomes
- Understand how to present yourself in the work environment.
- Look the part of a professional and ensure your workspace reflects positively on you.
- Ensure your personal activities don't impact your work reputation.

Course Content
- Key characteristics of business etiquette.
- Determining if an individual is dressed professionally for the situation.
- Examples of appropriate workspace presentation.
- How to conduct yourself professionally beyond the office.

PROFESSIONALISM AND PERSONAL ACCOUNTABILITY

You are measured by deadlines, work targets and productivity. Raise your level of accountability in these important areas along with good business etiquette and an attitude of professionalism.

Learning Outcomes
- Developing a personal accountability framework.
- Recognize an appropriate accountability goal for a given set of priorities, objectives, and passions.
- Explore examples of SMART goals.

Course Content
- Techniques to set appropriate goals based on your abilities and available resources.
- Steps to develop an action plan to achieve your goals and use techniques to better manage your energy levels.
- Organizing activities and tasks to respond to a situation.
- Methods to stay focused.

PROFESSIONAL COMMUNICATION SKILLS

Strengthen your ability to communicate in a professional manner with telephone calls, e-mails, chats and conference calls.

Learning Outcomes
- Explore the etiquette of speaking to others in person, as well as on the phone.
- Review the often neglected common rules of written communication, particularly with regard to e-mail.
- Consider appropriate ways of communicating using online chat.
- Examines conduct during conference calls.
- Setting up and using voicemail effectively.

Course Content
- Identifying how to communicate professionally in person.
- Determine whether communication etiquette for e-mail has been observed in a business setting.
- Etiquette for communicating using online chat, voicemail, and conference calls.
- Analyzing etiquette required for a professional telephone call.
- General tips for writing with professionalism and etiquette.

USING BUSINESS ETIQUETTE TO BUILD PROFESSIONAL RELATIONSHIPS

Business relationships are built on business etiquette. Make sure your career rests on solid professional footing by putting business etiquette to work for you.

Learning Outcomes
- Making positive first impressions by practicing the appropriate code of behavior.
- Develop professional relationships by leveraging etiquette rules.
- Defusing conflict when it occurs so you can maintain a positive relationship with others.

Course Content
- How to make a good first impression.
- Workplace etiquette that supports relationships.
- Guidelines for defusing conflicts professionally.
- Building office relationships using etiquette.

Time Management and Prioritization Essentials

ANALYZING TIME USAGE

It's never too late to take control of the way you spend your time. Become a more effective person by managing time and understanding how your personality type and energy cycles affect your time-management decisions.

Learning Outcomes
- Recognize how different personality preferences affect your approach to time.
- Interpreting data in a time log to determine time wasters.

Course Content
- Assigning tasks to the portions of your day that fit your high-energy and low-energy cycles.
- Constructing and managing data in a time log.
- Documenting and analyzing time use.

PLANNING AND PRIORITIZING

Time management goes hand-in-hand with effective planning. Learn to analyze your goals, break those goals into tasks, and set priorities. You'll meet deadlines more easily and improve your efficiency.

Learning Outcomes
- Setting priorities from your to-do list.
- Learning sequencing and queuing techniques to boost time management.

Course Content
- Estimating time frames to schedule tasks and meet deadlines.
- Applying time-frame equations to determine briefest possible completion times.
- Deciding when to use queuing methods.
- Recognizing elements involved in sequencing tasks.

Problem Solving and Decision-Making Strategies

FUNDAMENTAL PROBLEM SOLVING

Improve your problem-solving effectiveness by gaining a better understanding of the process. Learn the essential skills and required competencies while dodging the mind traps and pitfalls of the challenging problem-solving process.

Learning Outcomes
- Develop an understanding of problem-solving essentials.
- Recognize the skills best suited to resolve categories of problems.

Course Content
- Learn the sequence of activities performed in the problem-solving model.
- Recognizing the effects of mind traps and how to counteract them.
- Matching problem-solving competencies to their descriptions.

DETERMINING AND BUILDING YOUR STRENGTHS

Since childhood, we have been collecting our personal kit of problem-solving tools. Now it's time to assess and further develop your skills, and recognize and overcome your biases.

Learning Outcomes
- Self-assessment and interpretation of your existing problem-solving skills.
- Identify and develop strategies to boost existing problem-solving skills.

Course Content
- Assessing and interpreting your existing problem-solving skills and style.
- Classifying the types of bias existing in a situation.
- Developing strategies to deal with bias in problem solving.

"I CAN USE WHAT I LEARNED TODAY, THANKS!"

- Corporate College student

ADVANCED PROBLEM SOLVING

Build on your expertise as problem-solver through problem analysis and root cause identification. You can become an expert in making the best choices to solve a sticky problem.

Learning Outcomes
- Learn to apply problem-solving steps in a five-why analysis to determine the root cause of a problem.
- Learn to use the steps of cost-benefit analysis to determine the best solution to a problem.

Course Content
- Discuss problem analysis and steps of problem analysis.
- Outline the tools for uncovering root causes.
- Use evaluation and analysis to find solutions.

FUNDAMENTAL DECISION MAKING

You'll acquire everything you need to begin effective decision-making.

Learning Outcomes
- Learn the factors which influence your decision-making style.
- Understand the steps of a decision-making model.

Course Content
- Sequence of steps in a widely accepted decision-making process.
- Matching decision-making styles to varied examples.
- Adapting the decision-making style to suit a specific situation.

DECISION MAKING: TOOLS AND TECHNIQUES

Learn a variety of tools and techniques that will give you an edge when facing an important decision. These tools apply to the three most important steps of the decision-making process–generating, evaluating, and then choosing between alternative courses of actions.

Learning Outcomes
- Understand and distinguish between the three major steps of the decision-making model.
- Understand and distinguish between the three major tools.

Course Content
- Leading a group while employing decision-making tools.
- Using ROI (Return on Investment) measures to choose between alternatives.
- Adapting the decision-making style to suit a specific situation.

MAKING TOUGH DECISIONS

You made the tough call, but is it the right one? This review seminar examines a number of decision-making challenges and introduces strategies for dealing effectively with uncertainty, making informed trade-offs, using a systematic process, and placing appropriate trust in your intuition.

Learning Outcomes
- Recognize how to deal effectively with uncertainty in decision making.
- Recognize the proper role of intuition in decision-making.

Course Content
- Understanding and using a consequence matrix.
- Making a decision that involves a trade-off.

Critical Thinking Essentials

WHAT IS CRITICAL THINKING?

Critical thinking is something everyone does–to some degree or another–in their professional and personal lives. Take a deeper look inside something we do often.

Learning Outcomes
- Learn to define critical thinking.
- Identify and outline strategies to improve your critical thinking.

Course Content
- Recognize descriptions of true critical thinking.
- Identify the benefits of being able to think critically in the workplace.
- Recognize strategies that can help improve the quality of your thinking.

APPLYING CRITICAL THINKING SKILLS

Your thinking can have a significant effect on the quality of your life–it determines how well you work through complex problems, make decisions, and accomplish your goals.

Learning Outcomes
- Understand how critical thinking promotes creative thinking.
- Define the skills required for critical thinking.
- Learn to apply critical thinking to decisions, problems, or issues in the workplace.

Course Content
- Categorizing examples as either creative thinking or critical thinking.
- Identifying the value of using critical thinking to complement creative thinking.
- Applying critical thinking in a step-by-step manner.

Public Speaking Strategies

PREPARING EFFECTIVE SPEECHES

Four score and 7 pointers are packed into one seminar. You'll review how to write a speech, what topics to cover, addressing an audience, and how to practice.

Learning Outcomes
- Examining different perspectives.
- Structuring your speech into a logical sequence.
- Using feedback from a trial audience.

Course Content
- Preparations needed prior to giving a speech.
- Best practices for researching.
- Step-by-step sequence of writing for a situation.
- Practicing a speech.

CONFIDENT PUBLIC SPEAKING

You've written the speech, but worry about how you'll perform. Learn to deliver a speech effectively. Showcase your good ideas and communicate with confidence.

Learning Outcomes
- Deliver a speech with confidence.
- Handle challenges that may arise, such as regaining an inattentive audience's focus or handling difficult questions.

Course Content
- Basics of good speech delivery.
- Techniques for dealing with the challenges of public speaking.
- Techniques for overcoming public speaking anxiety.

Managing Stress and Workplace Pressure

DEVELOPING THE RIGHT ATTITUDE FOR PERFORMING UNDER PRESSURE

Work? Home? Family? Lifestyle? These demands can build pressure on you. Learn to recognize the events and situations that turn up the pressure. Meeting high-pressure challenges is an opportunity for you to excel and build your reputation as someone who can be counted on.

Learning Outcomes
- Understand your reaction to pressure.
- Recognize excessive stress can impair your performance.
- Maintain a success-oriented mentality.

Course Content
- Conduct a stress profile.
- Managing your attitude in pressurized situations.
- Principles for managing your attitude so you stay in control.

TAKING ACTION FOR PERFORMING UNDER PRESSURE

Ever faced a high-pressure situation and wished you could have a do-over? Acting effectively in high-pressure situations is not easy. Learn the principles to help you avoid the dangers of overconfidence and overthinking, which can impair your performance when under pressure.

Learning Outcomes
- Distinguish the challenge in a high-pressure situation from emotional reactions.
- Revise automatic thoughts to optimize perceptions in high-pressure situations.
- Recognize ways of avoiding over analysis and overconfidence in high-pressure situations.

Course Content
- Techniques for clarifying your perceptions in high-pressure situations.
- Action plans to optimize your performance under pressure.
- Step-by-step process of taking action in high-pressure situations.

PERFORMING WITH OTHERS UNDER PRESSURE

High-pressure environments can wilt the best professional relationships. You can so easily get caught up with a major project or looming deadline that your interpersonal skills slip. Develop skills you need to recognize your personal reaction to pressure and how it impacts your relationships with others.

Learning Outcomes
- Consciously control your interpersonal reactions when under pressure.
- Avoid unnecessary tensions.
- Recognizing how to deal with a colleague under pressure.
- Learning how to prepare for a potentially stressful interaction.

Course Content
- Step-by-step process you can use to stay in control when you're faced with a high-pressure interaction.
- Classifying negative reactions to pressure in the workplace.

Writing for Effectiveness

WRITING FOR SUCCESS

Intimidated by having to write? You're not alone. Even business professionals need effective ways to prepare for writing successfully under stressful conditions.

Learning Outcomes
- Reduce stress and prepare a suitable writing environment.
- Curtail distractions.

Course Content
- Considerations for optimizing your ability to write under pressure.
- Optimizing your environment for writing under pressure.
- How to reduce stress and distractions.

THE WRITING PROCESS

You're not stressed when you write–you just can't find the right words. Learn to select the proper words. Sample a step-by-step process for producing a quality document under a tight schedule.

Learning Outcomes
- Reduce stress and prepare a suitable writing environment.
- Streamline your writing process by determining why and for whom you're writing, and what the reader needs to know.

Course Content
- Steps for generating ideas, gathering information, and organizing those ideas into an outline.
- The pattern and significance of a completed outline.
- Practices that will help you begin writing a draft with confidence.
- Recognizing basic structural elements in a sample written draft.
- Good practices for revising and editing your draft.

Achieving Work/Life Balance

MAINTAINING YOUR LIFE BALANCE

Each day holds 24 hours, but a healthy work, family, friends and, most importantly, you must be considered. Understand the behaviors of passiveness, assertiveness and aggressiveness that affect the balance in your life.

Learning Outcomes
- Understand the techniques that will keep your life balanced.
- Recognize ways to simplify your life.

Course Content
- Learn how to respond to excessive demands.
- Assert limits in a stressful situation.
- Learn to "reframe" a situation.

STRESS MANAGEMENT

Events aren't stressful, but your reaction to these events can produce stress. Learn the strategies for coping with stress and avoiding burnout. Learn how to respond to stressful situations.

Learning Outcomes
- Understand the signs and symptoms and their origins, whether physiological, behavioral or psychological.
- Transform your responses through positive change.
- Develop coping strategies.
- Learn relaxation strategies such as breathing and meditation.

Course Content
- Recognize the ways that stress manifests itself in your life.
- Identify the main characteristics and symptoms of burnout.
- Use effective model to manage your stressful situations.
- Apply effective model in sequences to manage reactions.

Diversity on the Job

DIVERSITY IN TODAY'S WORKPLACE

The workplace evolves daily. New rules, new cultures, and new ideas change daily practices. Learn the barriers and challenges that must be hurdled to create a diversified work environment.

Learning Outcomes
- Learn the impact of globalization.
- Align your professional demeanor and image with a diversified workplace.
- Understand the benefits reaped by companies that value and desire diversity within their organization.

Course Content
- Identify key concepts related to diversity in the workplace.
- Recognize the implications imposed by barriers to diversity in the workplace.

YOUR DIVERSITY QUOTIENT

How accepting are you of the unfamiliar? Explore your own feelings and attitudes toward diversity and increase your tolerance of a workplace filled with diverse people, cultures, and ideas. Better yet, you'll become an advocate for diversity in the workplace.

Learning Outcomes
- Examine your values, beliefs and biases.
- Adjust your self-talk to manage your reactions in challenging situations.

Course Content
- Recognize guidelines for embracing social and cultural diversity in the workplace.
- Identify strategies to communicate effectively in a diverse setting.
- Learn the implications of the things you say and how they are perceived.

Computer and Software Skills

INTRODUCTION TO COMPUTERS

Remove the computer mystery and stress and become a capable PC user with this introductory course that simplifies the basics of today's technology.

Learning Outcomes
- Enable your understanding of basic computer functionality.

Course Content
- Learn all the essential features and functions of the personal computer.
- Open files, create documents, and learn how to access internet information.

INTRODUCTION TO MICROSOFT® WORD

Overcome your fear of foundational computer skills! Begin to master Microsoft Word.

Learning Outcomes
- Enable your comprehensive basic task management in Word.

Course Content
- Create and edit documents.
- Copy, move content, and add bullets or numbers.
- Learn spelling functions, how to print, create and edit tabs and much more.

MICROSOFT® EXCEL BASICS

New job or assignment requiring Excel use? Adding skills for a job search? Microsoft Excel remains a foundational application used in the workplace.

Learning Outcomes
- Enable your comprehensive basic task management in Excel.

Course Content
- Learn how to create spreadsheets, fill by example, use formulas, create links and work with multiple sheets.
- Learn also how to adjust rows and columns, insert and delete rows and columns, and more to become proficient with the software.

INTRODUCTION TO MICROSOFT® OUTLOOK

Everyone needs to stay current with their email, meetings and tasks today. A common workplace tool to manage all of those things is Microsoft Outlook.

Learning Outcomes
- Enable your comprehensive basic task management in Outlook.

Course Content
- Learn how to organize your work and create calendars, work with tasks, and send and receive e-mail in Outlook.
- Learn how to create a contact list, use file folders effectively and apply other comprehensive basics to use Outlook more efficiently.

USING MICROSOFT® POWERPOINT

Presentations today must drive business decisions and appeal to decision-makers. Microsoft PowerPoint remains a business staple for comprehensive presentations.

Learning Outcomes
- Enable your comprehensive basic task management in PowerPoint.

Course Content
- Create slides with titles, using bullets, adding smart art, inserting pictures and clips.
- Work with designs and templates.

INTERMEDIATE MICROSOFT® EXCEL

Gain expanded proficiency in one of the more commonly used business computer tools.

Learning Outcomes
- Expand your task management capabilities in Excel.

Course Content
- Learn advanced Excel skills, including how to create and edit charts.
- Learn the use and value of data filters, automatic subtotals, pivot tables, conditional statements, and conditional formulas.
- Learn how to create custom lists.

INTERMEDIATE MICROSOFT® POWERPOINT

Raise the bar with more creative business presentations. Intermediate Microsoft PowerPoint guides more dynamic use of the presentation software.

Learning Outcomes
• Extend your presentation creation capabilities in PowerPoint.

Course Content
• Learn how to work with animations and create continuously running slide shows.
• Use the slide sorter, and create graphs.
• Learn how to link with Excel spreadsheets and graphs, create a Photo Album and work with pictures.

INTERMEDIATE/ADVANCED MICROSOFT® WORD

How much more capable and marketable would you be with enhanced skills with Microsoft Word? Expert level Word capability improves your prospects for that next position or next job.

Learning Outcomes
• Expand your use and capabilities in Word.

Course Content
• Learn Word functionality with tables and importing of art and pictures.
• Develop presentation-quality materials using the little known features of the Word software.
• Create and work with complex documents.

ADVANCED MICROSOFT® EXCEL

Expert level Microsoft Excel proficiency becomes more necessary in today's workplace.

Learning Outcomes
• Expand your use and capabilities in Excel in the advanced functions of the software.

Course Content
• Work with advanced functions like table lookup and text functions.
• Tackle analyzing data, importing and exporting data and connecting to a Microsoft Access database.
• Create and work with pivot tables plus work with macros.

ANYTIME ACCESS TO TRAINING.

With MCC's new cutting-edge Lecture Capture Lab, you can record training sessions and distribute them for employees to watch later. Learners can access materials at any time and as often as needed. For more information, contact MCC Corporate College at 585.292.3770 or corporatecollege@monroecc.edu.

SUPERVISOR/MANAGEMENT DEVELOPMENT

MANAGEMENT ESSENTIALS
• Lead to Succeed–Basic Supervision Skills
• Developing Your Leadership Skills
• Directing Others
• Developing Others, Coaching and Mentoring
• Confronting Difficult Employee Behavior
• Building an Effective Team
• Managing a Diverse Team
• Conflict Resolution in the Workplace

FIRST-TIME MANAGER ESSENTIALS
• From Peer to Boss: Understanding the Manager's Role
• Manager Challenges
• The First 90 Days–Meeting Your Expectations and Priorities

LISTENING ESSENTIALS
• The Basics of Listening
• Improving Your Listening Skills

CONSTRUCTIVE FEEDBACK AND CRITICISM
• Giving Feedback
• Giving Constructive Criticism
• Receiving Feedback and Criticism

EFFECTIVE BUSINESS MEETINGS
• Preparing for Effective Business Meetings
• Managing Effective Business Meetings
• Overcoming Common Meeting Problems

BUSINESS COACHING ESSENTIALS
• Develop Your Coaching Skills
• Successful Coaching Sessions
• Building a Coaching Relationship
• Examining Coaching Styles
• Coaching for Continuous Development

PERFORMANCE MANAGEMENT
• Setting Goals and Expectations
• Tracking and Monitoring Performance
• Reviewing and Rewarding Performance

PERFORMANCE PLANNING ESSENTIALS
• Planning for Appraisals
• Conducting Traditional Performance Planning Sessions
• 360-Degree Feedback

TALENT MANAGEMENT ESSENTIALS
• Interviewing, Selection and Retention
• Talent Management Basics
• Human Capital Planning
• Developing and Engaging Talent
• Retaining Talent

WORKFORCE GENERATIONS
• Introduction to Cross-Generational Employees
• Working and Communicating with a Multigenerational Workforce
• Working with the 21st Century Generation Mix

MANAGING ORGANIZATIONAL CHANGE
• Understanding Change
• Building Positive Support for Change
• Dealing with Resistance to Change
• Sustaining Organizational Change

DELEGATION ESSENTIALS
• An Introduction to Delegating
• The Art of Delegation
• The Delegation Process
• Overcoming Delegation Problems

DIFFICULT CONVERSATIONS
• Preparing for a Difficult Conversation
• Holding a Difficult Conversation
• Effective Problematic Conversation Techniques

EFFECTIVELY MANAGING TOP PERFORMERS
• Engaging Top Performers
• Retaining Top Performers
• Managing Top Performers–Personality Profiling

MANAGING PROBLEM PERFORMANCE
• Recognizing and Diagnosing Problem Performance
• Counseling and Coaching for a Performance Problem
• Progressive Discipline Process
• Managing for Improved Performance

DISMISSING AN EMPLOYEE
• Preparing to Dismiss an Employee
• Managing the Dismissal of an Employee

ELEVATING YOUR MANAGEMENT SKILLS
• Developing a High-Performance Organization
• Cross-Functional Strategic Management
• Managing for Rapid Change and Uncertainty
• Managing New Managers
• Managing Experienced Managers

STRATEGIES FOR SUCCESSFUL EMPLOYEE ON-BOARDING
• On-Boarding Essentials
• Establish an On-Boarding Evaluation

BUSINESS EXECUTION
• Fundamental Business Execution
• Crafting a Business Strategy
• Linking Strategy to People and Operations
• Monitoring and Evaluating Initiatives
• Frontline to Small Business

ESSENTIAL MENTORING TECHNIQUES
• Mentoring Fundamentals
• Designing and Initiating Mentoring Programs
• Building and Maintaining Mentoring Relationships

FISCAL THINKING
• Accounting 101
• Finance for the Non-Financial Manager
• Mindset and Financial Priorities
• Making Financial Decisions
• Preparing and Presenting a Business Case
• Risk Management

FACILITATION SKILLS
• Using Facilitation Skills as a Manager
• Facilitating Collaborative Processes
• Challenges of Facilitating

To learn more about how MCC Corporate College can help you train your workforce, call **585.292.3770,** email **corporatecollege@monroecc.edu,** or visit **www.monroecc.edu/go/CorporateCollege.**

The following course descriptions outline offerings of MCC Corporate College. Each description briefly highlights course content and learning objectives. Sessions may range from two- or four-hour workshops to full-day or multi-day training events and can be combined with other course descriptions for sessions or programs.

Management Essentials

LEAD TO SUCCEED–BASIC SUPERVISION SKILLS

As a manager, you bring individual characteristics and personal style to a critical management and leadership role. This self-awareness in a new role is essential to examine to prepare for the new responsibilities on the job. Learn the key individual proficiencies you require in effectively supervising and leading others.

Learning Outcomes
• Discover your preferred problem-solving style.
• Determine your decision-making style and best practices.
• Build self-awareness, self-esteem and personal empowerment in a new role.

Course Content
• Fundamentals around managing projects and priorities.
• Human behavior and the role of a supervisor in managing behavior of others in the workplace.

DEVELOPING YOUR LEADERSHIP SKILLS

Build a foundation in essential skills for personal effectiveness that ease new managers/supervisors into the role and make leading others more effective. Learn practical strategies for making small changes that can make a big difference.

Learning Outcomes
• Effective prioritizing and managing distractions.
• Improved planning and efficiency.
• Overcoming procrastination and self-sabotage.

Course Content
• How goals are achieved though consistency and integrity.
• Myths of prioritization management and your primary focal points in your role.

DIRECTING OTHERS

As a manager, your role is not only to supervise, but also to lead, develop, and direct your employees, both individually and collectively, to accomplish organizational goals. Develop the key proficiencies you need to effectively direct others.

Learning Outcomes
• Setting direction and establishing clear objectives and goals with your direct reports.
• Organizing your human capital resources.
• Using strategies to communicate for clarity and direction.
• Listening skills, barriers to effective communication, and tips for overcoming communication barriers.

Course Content
• The process to set direction and pace as a manager.
• Examples of action that is typical of the organizing function of management.

DEVELOPING OTHERS, COACHING AND MENTORING

A good coach develops his players before, not during, the big game. Likewise, a manager's role is to lead, develop and direct employees on a daily basis to accomplish larger organizational goals. Develop the key proficiencies you need to effectively direct others.

Learning Outcomes
• Empowering employees and providing opportunities for them to meet their own professional development objectives.
• Examining the importance, benefits and tactical strategies for coaching, mentoring and developing your direct reports.
• Identifying ways to monitor and give feedback to provide ongoing support to your direct reports' development.

Course Content
• Methods differentiate your direct reports in terms of potential and performance and choose an appropriate development strategy for each person.
• How to conduct an effective development meeting with your direct reports.
• Characteristics of an effective development plan.

CONFRONTING DIFFICULT EMPLOYEE BEHAVIOR

You will inevitably encounter direct reports who exhibit difficult behavior, which can disrupt entire team and department. It's your job to confront difficult behavior as early as possible to minimize the disruption. Learn how best to confront your direct reports and manage difficult behavior.

Learning Outcomes
• Identifying examples of the effects of not dealing with employee behavior problems in a firm and timely manner.
• Recognizing how to confront difficult behavior.

Course Content
• Descriptions and role plays on confronting an employee about his or her behavior.

BUILDING AN EFFECTIVE TEAM

Team effectiveness impacts the outcomes of department, business unit and company goals and objectives. Leaders learn how to assess team performance and behavior attributes and then motivate, develop and establish consistent expectations to optimize results.

Learning Outcomes
• Develop an understanding of how new teams form and how existing teams evolve.
• Assess teams, analyzing why they do or do not function.
• Identify practical strategies for making your teams more effective.

Course Content
• Examination of team dynamics through tools.
• Characteristics of effective teams, composition, structure and methods of working.
• Action planning for managing teams effectively.

MANAGING A DIVERSE TEAM

Develop a better understanding of diversity and its benefits for your organization. Examine how to prepare to manage a diverse team by understanding key diversity issues and setting ground rules.

Learning Outcomes
• Identify the benefits of being able to manage a diverse team effectively.

Course Content
• Strategies for preparing to manage a diverse team outlined and discussed.
• Techniques for managing a diverse team offered with interactive examples.

CONFLICT RESOLUTION IN THE WORKPLACE

You don't need a doctorate to handle tough situations. Strengthen your confidence in tackling uncomfortable situations directly and managing difficult conversations and confrontations effectively. You will learn to emphasize practical skills and self-management strategies.

Learning Outcomes
• Understanding conflict and distinguishing differing points of view, attitudes and values.
• Assessing your conflict style and practicing active listening skills.
• Establishing and holding difficult conversations.

Course Content
• Steps for effective conflict resolution and mediation of team disputes.
• Individual needs in difficult situations.
• Steps in successfully conducting difficult conversations.

First-Time Manager Essentials

FROM PEER TO BOSS: UNDERSTANDING A MANAGER'S ROLE

Most new managers experience a bit of cultural shock when their role changes from peer to boss. Learn about the misconceptions of what managing entails. You may be surprised to learn that the skills and methods required for success as an individual contributor and those needed for success as a manager are very different.

Learning Outcomes
• Distinguish between myths and truths about management.
• Recognize the typical constraints and demands that a manager must handle.
• Clarify what managers really do and how relationships work best.

Course Content
• Best strategies for dealing with common mistakes of a first-time manager.
• Tips and techniques for effectively communicating your role and expectations to your new team.

MANAGER CHALLENGES

You are the new boss. You must establish credibility early and build working relationships while adjusting to new responsibilities. Learn to manage former colleagues effectively.

Learning Outcomes
• Recognize how to establish credibility with your employees when you are a first-time manager.
• Understand human response to change, both rational and irrational.
• Understand stress, its causes and effects.

Course Content
• Techniques for working with former coworkers.
• Ways to establish your role as a leader.
• Attributes of successful people who assumed management positions and determining your strengths.

THE FIRST 90 DAYS–MEETING YOUR EXPECTATIONS AND PRIORITIES

As a new boss, there's a honeymoon period, but you still have to meet organizational expectations. Learn to balance conflicting expectations of peers, direct reports, and management.

Learning Outcomes
• Establishing productive relationships with your new boss.
• Determining the best response to conflicting expectations.

Course Content
• How to meet organizational expectations as a first-time manager.
• Guidelines for development of a 90-day plan of action in your new role.

Listening Essentials

THE BASICS OF LISTENING

Everybody hears, but not everybody listens. Review the various types of listeners and the benefits of being able to listen effectively when communicating.

Learning Outcomes
• Examine popular misconceptions about listening.
• Apply active listening techniques to improve your listening and maximize your understanding.

Course Content
• Descriptions and attributes of types of listeners.
• Techniques for active listening skill development with role play.

IMPROVING YOUR LISTENING SKILLS

Discover how roadblocks such as distractions, emotions, and the way in which we communicate can influence the way we listen and receive messages. You'll review strategies to avoid these roadblocks and improve your listening skills.

Learning Outcomes
• Recognize how emotions can block effective listening.
• Recognize how to avoid distractions that block effective listening.

Course Content
• How to control emotions to enhance active listening.
• Learn distractors from active listening and ways to overcome them.
• Practice outlined listening strategy and build effectiveness.

Constructive Feedback and Criticism

GIVING FEEDBACK

The performance of any organization depends upon the performance of every individual. Giving feedback is a necessary skill and can involve anyone in an organization, whether it is manager-to-report, peer-to-peer, or report-to-manager.

Learning Outcomes
• Improve your skills in giving positive and corrective feedback.

Course Content
• Using a three-step process to give feedback.
• Determine whether feedback was given effectively in a simulation exercise.

GIVING CONSTRUCTIVE CRITICISM

Tired of a boss who dwells on the negative? As a manager, explore the key differences, the effects, and the importance of giving constructive criticism as opposed to destructive criticism.

Learning Outcomes
• Learn a three-step process for giving constructive criticism effectively.
• Practice dispensing constructive criticism in role play situations that mimic working environments.

Course Content
• Effects of destructive criticism and constructive criticism.
• Giving criticism using the three-step process.
• Decide the effectiveness of criticism dialogue scenarios.

RECEIVING FEEDBACK AND CRITICISM

Imagine yourself on the hot seat. You are the person receiving feedback and criticism, some good, some negative. Develop an approach that will help you put the words to use in your career.

Learning Outcomes
• Learn an approach that you can use to help you receive feedback in a productive manner.
• Practice receiving feedback using that approach.

Course Content
• Relationship analysis between people's reactions to feedback and their ability to use it to effect change in their performance or behavior.
• Dialogue practice and debrief of situational feedback examples and trials.

Effective Business Meetings

PREPARING FOR EFFECTIVE BUSINESS MEETINGS

Understanding the purpose and objectives for a meeting in today's busy world establishes results-based goals and objectives. Meeting without planning and structure fail to drive solutions and direct activity. Learn valuable guidelines for meeting organization.

Learning Outcomes
• Clarifying a meeting's purpose and objectives.
• Preparing yourself, your venue, and your participants.
• Ensuring a successful meeting is free of unnecessary distractions.
• Determine whether a meeting is truly necessary or whether a similar result could be achieved through a different type of communication.

Course Content
• Recognize the value of planning meetings and how to organize them.
• Determine whether or not a meeting is necessary.
• Decide who should participate and set the agenda and benefits for all.

MANAGING EFFECTIVE BUSINESS MEETINGS

If you are swamped with meetings each day at work, consider this primer on effective business meetings. We'll explain how efficient meetings accomplish tasks and make the best use of your time.

Learning Outcomes
• Learn best practices and acquire the proper approach to decision making.
• Recognize how to facilitate decision-making to maximize participation and buy-in.
• Respond appropriately when discussion goes off track in a meeting.

Course Content
• How to open a meeting with a positive tone and facilitate the work of the group.
• Goals served by examples of opening statements.
• Steps common to conducting both regular and task-force meetings.
• Responsibilities of the meeting leader with respect to closing and following up after the meeting.

OVERCOMING COMMON MEETING PROBLEMS

Become the judge of your own meetings. Eliminate the "how do you think that went?" Learn to measure the effectiveness of your meetings.

Learning Outcomes
• Learn best practices and acquire the proper approach to decision making.
• Intervene appropriately to get back on track when specific problems arise.
• Explore cases and develop strategies for a lack of civility and decorum, poor productivity, and unbalanced participation.
• Survey challenges of the virtual meeting format.

Course Content
• Best practices for evaluating the effectiveness of your meetings.
• Best approaches for dealing with a given productivity problem in a meeting.

Business Coaching Essentials

DEVELOP YOUR COACHING SKILLS

It's your job to develop the talent around you, but you don't want to crush motivation or stunt growth. Develop the skills you need to be an effective coach, including listening and observing, providing feedback, questioning, and setting goals.

Learning Outcomes
• Identify which coaching role is most appropriate for a given individual or situation.
• Learn to sell the idea of coaching to those you feel need it.

Course Content
• Examples of actions that demonstrate skills a coach needs to be successful.
• Coaching roles that fit an individual.
• How to effectively explain the need for coaching.

SUCCESSFUL COACHING SESSIONS

A successful coach knows how to ask the right questions. Learn how to carry out effective coaching sessions, including clarifying the person's situation and recognizing and determining the best options for your individual.

Learning Outcomes
- Identify actions suited to wrapping up a coaching session, including getting commitment, identifying obstacles, creating a plan with deadlines, and agreeing on support going forward.

Course Content
- How to clarify the reality of someone's situation.
- Strategies to check the reality of a person's situation.
- Examples of ways a coach can help a person assess options.
- Four actions used to wrap up a coaching session.

BUILDING THE COACHING RELATIONSHIP

Establishing a positive and respectful relationship is crucial to the success of your coaching. Examine the importance of a strong coaching relationship.

Learning Outcomes
- Establish rapport by showing interest, finding common ground, and matching demeanor and language of the individual.
- Study ways to develop a positive coaching relationship, including letting others act autonomously and take responsibility, and helping them to learn and develop.

Course Content
- How to how to build rapport.
- How to develop positive coaching relationships.

EXAMINING COACHING STYLES

Each individual is different. Each requires a specific coaching style for a specific situation.

Learning Outcomes
- Learn how to use different techniques for directive and nondirective coaching.

Course Content
- Directive coaching techniques.
- Nondirective coaching techniques.

COACHING FOR CONTINUOUS DEVELOPMENT

Individual achievement and improved performance is a goal of all in the workplace.

Learning Outcomes
- Improve your skills as a manager or supervisor to provide clear, concise and effective performance appraisals, regular coaching and feedback sessions with your employees driving personal, team and company success.

Course Content
- Learn the importance of consistent development and how to better engage your workers with clear expectations, goals and individual growth.
- Compare performance appraisal processes with peers and learn best practices to develop employee competencies and inspire potential.

Performance Management

SETTING GOALS AND EXPECTATIONS

Examine the five phases of a performance management system: planning, monitoring, improving, reviewing, and rewarding. You will dive deeply into the planning phase.

Learning Outcomes
- Recognize critical success factors and develop key performance indicators.
- Collaborate with employees to create role profiles that can generate meaningful performance agreements.
- With performance expectations in place, implement the components of a performance management system.

Course Content
- The value of having a performance management system.
- Actions to take at different stages of the performance management process.
- Crucial success factors for accomplishing specific strategic objectives.
- Devising effective KPIs (key performance indicators).
- Developing a role profile to clarify expectations.

TRACKING AND MONITORING PERFORMANCE

Performance management is all about results. Consider how to monitor and improve your employees' performance using a four-step process that covers setting targets, collecting the necessary information, analyzing that information, and responding to performance gaps that appear.

Learning Outcomes
- Identify appropriate targets and standards against which you can measure performance.
- Introduce different ways of collecting the relevant data.
- Analyze the data and decide on appropriate action.

Course Content
- Appropriate targets for measuring performance.
- Monitoring performance appropriately.
- Deciding on appropriate action to address a performance gap.
- How to deal appropriately with an underperformer.

REVIEWING AND REWARDING PERFORMANCE

Learn how to rate employee performance objectively by applying a five-category rating scale.

Learning Outcomes
- Consider strategies to prepare yourself and your employee for an annual appraisal meeting.
- Instructs you in how to conduct such a meeting and gives you an opportunity to practice.
- Outlines principles for developing effective rewards and presents a technique you can use to link compensation to different levels of performance.

Course Content
- Rating an employee's performance.
- Proper approach and handling of performance appraisal meetings.
- Deciding on performance-based pay percentages.

Performance Planning Essentials

PLANNING FOR APPRAISALS

Appraisals may seem like a lot of paperwork, but they are essential feedback for an employee. Learn to develop an Employee Performance Plan, and examine ways to monitor ongoing employee performance.

Learning Outcomes
- Recognize the benefits of conducting performance appraisals.
- Develop an employee performance plan with a given employee.

Course Content
- How to carry out key steps in planning employee performance appraisals.
- Examples of how to monitor ongoing employee performance.

CONDUCTING TRADITIONAL PERFORMANCE PLANNING SESSIONS

You are sitting down for an appraisal meeting with an employee. Emotions on both sides might run high. Learn how to conduct it effectively.

Learning Outcomes
- Proper preparation for appraisal meetings.
- Develop appropriate responses and handling techniques to use when an employee becomes emotional during an appraisal.

Course Content
- Steps in conducting performance appraisals.
- How to deal with an emotional response from a direct report.

360-DEGREE FEEDBACK

Feedback from 360 degrees? It's where your employees or peers rate your performance. Learn the essentials of gathering and delivering the feedback.

Learning Outcomes
- Examine an overview of the steps in the 360-degree process.
- Determine whether a questionnaire or an interview is the best method for collecting feedback.

Course Content
- How to get the most out of the feedback process for 360-degree appraisals.
- Guidelines for selecting appraisers.

Talent Management Essentials

INTERVIEWING, SELECTION AND RETENTION

How do you ensure you are hiring and retaining the right people in the right jobs? In this workshop you will develop your interviewing skills to effectively interview, select and match the "best" employees for the jobs available.

Learning Outcomes
· Skills developed include how to define the "job to-be-filled" in behavioral competency terms that clarifies the goals, needs and expectations of a "new" employee.

Course Content
· Learn how to prepare for the interview with such things as: planning the environment, "candidate matrix criteria", "interview flow", questions to ask and the "unlawful" ones to avoid.
· Learn how to assess competencies in candidates by developing and using a variety of questioning techniques, such as: behavioral, situational and "wild card" questions.
· Practice interviewing skills and sharpen techniques during role play activities.

TALENT MANAGEMENT BASICS

As a manager, you identify talented individuals and organize them for peak performance. This seminar introduces and defines talent management, describing key concepts related to it.

Learning Outcomes
· Recognize the benefits of effectively managing talent.
· Identify the key activities associated with talent management and the roles played by managers in implementing a talent management strategy.

Course Content
· Why talent management is important.
· Key concepts related to talent management.
· Key activities for each component of talent management.
· Roles of managers in implementing a talent management strategy.

HUMAN CAPITAL PLANNING

Examine the components of a talent plan—the road map for attracting and keeping the types of people your organization desires.

Learning Outcomes
· Recognize the challenges you might face relative to managing talent in your organization.
· Identify what an organization needs to have in place for its talent management efforts to be successful.
· Determine how your talent needs are impacted by various factors in the organization.

Course Content
· Components of a comprehensive talent management plan that will enable it to act as a road map to attract and retain the right people for your organization.

DEVELOPING AND ENGAGING TALENT

Your organization will thrive if you let talented employees pursue their goals. Learn how to begin building employee commitment with an effective onboarding process that creates a positive first impression.

Learning Outcomes
· Create individual development plans that prepare employees for higher levels of responsibility and keep them challenged.
· Engage employees so they continue to deliver superior performance.

Course Content
· How to set up an onboarding process that provides a framework for building a successful career.
· The steps in creating an employee development plan.

RETAINING TALENT

Examine the importance and benefits of putting effort into retaining talented individuals.

Learning Outcomes
· Identify how being able to retain talented employees can benefit you.
· Determine the causes of talent departure.
· Effectively manage talent retention by using strategies that foster job satisfaction.

Course Content
· Strategies that foster job satisfaction and thereby help retain talented employees.
· Various methods you can use to determine causes of talent departure.

Workforce Generations

INTRODUCTION TO CROSS-GENERATIONAL EMPLOYEES

The new kids on the block sometimes clash with the old school of thought. Understand people from different generations. Prepare managers for the challenges of generational diversity. Maintain a positive work environment.

Learning Outcomes
· Understand common characteristics of the four main generations in the workforce: Traditionals, Baby Boomers, Generation X and the Millennial Generation.
· Identify the value of developing an understanding of the defining characteristics of each generation in the workforce.

Course Content
· Key events that occurred during each of the four generations in the workforce.
· The advantages of cross-generational teams.

WORKING AND COMMUNICATING WITH A MULTIGENERATIONAL WORKFORCE

Generational differences might breed conflicting styles. Examine the potential sources of conflict within a generationally diverse team, including differences in approaches to work and communication.

Learning Outcomes
· Manage a multigenerational team in a way that ensures your team members—regardless of differences in approach—feel included, respected, and supported.
· Identify the value of developing an understanding of the prominent characteristics of each generation in the workforce.

Course Content
· How to implement a mentoring program that takes advantage of the experiences of different generations.
· The strategies for managing a multigenerational team.

WORKING WITH THE 21ST-CENTURY GENERATION MIX

Study the best practices and successful techniques for managing Millennial and Generation X employees.

Learning Outcomes
· Consider strategies for managing Generation X.
· Identify the benefits of being able to manage Millennials well.

Course Content
· Apply strategies for managing Generation X and Millennial employees to given scenarios.

Managing Organizational Change

Leaders and managers, regardless of industry or organization, require a clear understanding of how important organizational change is in order to propel their organizations forward. This course outlines what is meant by change, as well as the importance and benefits of implementing change within an organization. It also details the three different types of organizational change: strategic adjustments, strategic reorientation, and transformational change. Finally, this course covers different practical approaches for managing organizational change, taking into account factors such as the time allotted for the change, the expected degree of change, and the potential resistance to change within the organization.

UNDERSTANDING CHANGE

Change. Adjust. Shift. Refine. Reorient. All this change can be disorienting. Examine the importance and benefits of implementing change within an organization.

Learning Outcomes
· Recognize the importance of embracing and managing organizational change.
· Understand the three different types of organizational change: strategic adjustments, strategic reorientation, and transformational change.
· Examine different practical approaches for managing organizational change, taking into account factors such as the time allotted for the change, the expected degree of change, and the potential resistance to change within the organization.

Course Content
· Key considerations for combining approaches to change management.
· Conditions under which each change management strategy would work best.
· How to deal with an emotional response from a direct report.

BUILDING POSITIVE SUPPORT FOR CHANGE

Your employees will embrace change more readily if you empower them with knowledge, understanding, and a clear vision of the future.

Learning Outcomes
· Learn about the importance of building a motivating atmosphere that supports organizational change.
· Recognize the importance of creating short-term wins and vision.
· Understand techniques for listening to your employees during change initiatives such as encouraging open communication, listening to employees' feelings, checking for understanding, and taking employee input into consideration.

Course Content
· Examples of short-term wins.
· Guidelines for creating vision to support organizational change.
· Employees' concerns in a change-related scenario.
· Methods to support individuals during change, including coaching for change, providing employees with the critical knowledge, and considering individual characteristics of employees.

DEALING WITH RESISTANCE TO CHANGE

Change is inevitable, but also painful for many employees. Upheaval breeds anxiety–it's no surprise that employees show resistance. Prepare for resistance to change behaviors–a production zapper–with this seminar designed to allay employees' fears.

Learning Outcomes
· Recognize the underlying sources of resistance demonstrated in behaviors.
· Promote open communication, employee involvement, and change agents to handle resistance.

Course Content
· Classify resistance behaviors.
· Identifying symptoms of resistance to change.
· Descriptions of underlying sources of resistance demonstrated in behaviors.
· Strategies for dealing with employees through direct conversations.

SUSTAINING ORGANIZATIONAL CHANGE

Once a change is made, how do you engage your staff, keep vital momentum building, and improve the bottom line? Learn to build and cultivate a culture that effectively sustains organizational change.

Learning Outcomes
· Share the message that change efforts are often made to improve service, streamline operations, and improve the bottom line.
· Foster collaboration on a team in a change scenario.
· Find ways to engage, excite, and support the biggest driver for success in your organization: your people.

Course Content
· Techniques for creating a collaborative team environment.
· Strategies for collecting employee feedback after change.
· Techniques for managing and sustaining performance after change initiatives are covered, including ongoing learning and improvement, and feedback based on performance standards.

Delegation Essentials

AN INTRODUCTION TO DELEGATING

You can't do it all yourself. Sure, you rely on your talented employees, but are you making the best use of their skills and talents? Learn the details of delegation.

Learning Outcomes
· Examine ways to save time and money.
· Develop employees' skills and capabilities, and encourage accountability.
· Consider qualities that successful delegators possess, such as trust in their employees and a willingness to take risks.
· Study different styles of delegation, including when it's most appropriate to use each one.

Course Content
· Examples and benefits of delegation.
· Attributes of a good delegator.
· The four delegating styles.

THE ART OF DELEGATION

Trusting your direct reports and delegating some tasks to them is crucial to performing effectively as a manager and supporting employee development. Examine the best practices for planning delegation.

Learning Outcomes
· Determining which tasks are appropriate to delegate.
· Assigning tasks to the right person.
· How to delegate tasks effectively.

Course Content
· Delegation techniques, including providing your direct report with all the information they require to carry out the task.
· The importance of monitoring delegated tasks, including checking in and getting feedback on the tasks you delegate.

THE DELEGATION PROCESS

If you recognize the need to delegate, get started on learning the process. Explore the process of delegation and learn techniques that managers can employ to delegate tasks effectively.

Learning Outcomes
· Examine the criteria for choosing which tasks to delegate and identify the appropriate employee for the task.
· Identify what actions you should take when assigning the task, such as communicating the details of the task, and providing employees with what they require to success-fully complete the task.
· Study techniques for monitoring the employee who is per-forming delegated tasks to ensure things stay on track.
· Determine best practices for providing feedback to the employee.

Course Content
· A list of appropriate tasks to delegate.
· Selecting an employee to perform a given task.
· Recognize employee characteristics to prioritize when assigning tasks.
· Examples of good practices related to delegation monitoring and feedback.

OVERCOMING DELEGATION PROBLEMS

You assigned the task but it didn't work out as you had hoped. Learn methods that managers can use to address their own delegation errors.

Learning Outcomes
· Improve communication about tasks and how to distribute tasks more equally.
· Provides techniques managers can use to address skills-based delegation problems with employees, such as providing additional training and time-management coaching.
· Review effective practices for dealing with employees who lack confidence and motivation when presented with new tasks.

Course Content
· Steps to solve a delegation problem in a given situation.
· Actions to improve an employee's skills in a given situation.
· How to get a delegated task back on track when an employee is resisting.
· Strategies for solving a given delegation problem.

Difficult Conversations

PREPARING FOR A DIFFICULT CONVERSATION

Your burden as a manager is to hold the difficult conversations about performance or resources. The role can be tough, but it's part of the territory. Consider the essentials of difficult conversations.

Learning Outcomes
· Analyze difficult conversations–what they are and why they're difficult.
· Manage the stress commonly associated with them, and how to prepare for and deal with them.
· Identify the appropriate mind-set to have when approaching a conversation.

Course Content
· Guidelines to follow when you must have a difficult conversation.
· Steps to take to change your negative internal monologue to a constructive one.
· Stages for preparing for a difficult conversation.
· Statements or actions made by a manager that indicate the right frame of mind during a difficult conversation.

HOLDING A DIFFICULT CONVERSATION

Explore the methods that can be used to have success-ful difficult conversations, such as sticking to an agenda, stimulating open dialogue, and connecting with the subject.

Learning Outcomes
- Explore learning from the experience and share perspectives.
- Find mutual understanding, and work with the subject to design an action plan.

Course Content
- The steps needed to create progress in a difficult conversation.
- Characteristics of the appropriate communication style for difficult conversations.
- Examples of invitations to dialogue using strength-focused communication.
- Using role play, learn how to make progress in a difficult conversation.

EFFECTIVE PROBLEMATIC CONVERSATION TECHNIQUES

Explore the methods that can be used to have successful difficult conversations, such as sticking to an agenda, stimulating open dialogue, and connecting with the subject.

Learning Outcomes
- Explore learning from the experience and share perspectives.
- Find mutual understanding, and work with the subject to design an action plan.

Course Content
- Examples of challenges you may encounter in a difficult conversation.
- Matching challenges you may encounter in difficult conversations to the strategies for dealing with them.
- Matching ways of creating validation to examples.
- Guidelines for reframing a difficult conversation.
- Examples of the steps to take to handle criticism in a difficult conversation.

Effectively Managing Top Performers

ENGAGING TOP PERFORMERS

Every organization has its stars. Learn to recognize their talent and the benefits they bring to your organization.

Learning Outcomes
- Improve your workplace so that it attracts and meets the needs of top performers.
- Examine four communication styles, including the one typically used by top performers, so that you'll be able to recognize and adjust your own style to effectively communicate with top performers.

Course Content
- The characteristics of a top performer.
- How to keep top performers engaged.
- Improvements to a workplace that will keep top performers engaged.
- Leadership practices that attract top performers.
- Communicate effectively with a top performer.

RETAINING TOP PERFORMERS

You've discovered and recruited some stars to your organization. The trick is not to lose them. Develop strategies to motivate and reward top performers, including talent assessments, job redesign, and using appropriate recognition and compensation.

Learning Outcomes
- Grasp tactics for motivating top performers with the aid of a self-assessment so that top performers receive appropriate opportunities, recognition, compensation, and levels of autonomy.
- Provide managers with ways to recognize the natural talents of their top performers, thereby assigning tasks that will be the most satisfying to the employee.

Course Content
- Choosing an appropriate level of intervention for problem performance.
- Steps for communicating with employees about their problem performance.
- Determining appropriate actions for resolving problem performance.

MANAGING TOP PERFORMERS–PERSONALITY PROFILING

You've got a top performer and need to know what makes him or her tick. This seminar provides you with a four-step process that will enable you to assist the top performer in completing a DISC core behavior style assessment.

Learning Outcomes
- Recognize top performers who require coaching.
- Identify the behavioral styles represented by the acronym DISC.
- Determine a top performer's core style using a completed DISC behavior style questionnaire.
- Help your top performers to improve their interpersonal skills, such as listening, showing respect, compromising, and discussing ideas with tact and diplomacy.

Course Content
- Giving feedback to a top performer during a coaching session.
- The process for discussing the results of a behavior style assessment with a top performer.
- Developing an action plan during a coaching session with a top performer.

Managing Problem Performance

RECOGNIZING AND DIAGNOSING PROBLEM PERFORMANCE

Understand how you can remain alert to early warning signs of problems in your workplace.

Learning Outcomes
- Determine the scope and urgency of problems when they occur.
- Recognize how to diagnose root causes on your way to finding the best solution.

Course Content
- Spotting true performance problems.
- Good questioning techniques for determining the nature of problems.
- The implications of the scope, frequency, and impact of a given performance problem.
- Evaluate the performance of a causal diagnosis.

COUNSELING AND COACHING FOR A PROBLEM PERFORMANCE

Identify the benefits of dealing with minor performance problems and learn how to communicate with employees about performance discrepancies.

Learning Outcomes
- Demonstrate how you can help employees resolve situational problems in the workplace.
- Institute corrective measures for performance problems that are the result of the employee's unwillingness or inability to perform.

Course Content
- Choosing an appropriate level of intervention for problem performance.
- Steps for communicating with employees about their problem performance.
- Determining appropriate actions for resolving problem performance.

PROGRESSIVE DISCIPLINE PROCESS

Learn the step-by-step process of dealing with employees who don't or won't make the changes you require.

Learning Outcomes
- Satisfy the demands of due process, involve the employee in resolving the problem, and record the employer's efforts to assist the employee.
- Ensure that the employee understands future consequences if problem issues aren't improved.
- Decide when it's appropriate to begin progressive discipline with an employee.
- Institute corrective measures for performance problems that are the result of the employee's unwillingness or inability to perform.

Course Content
- Determining whether or not a situation warrants progressive disciplinary action.
- How to present a verbal warning to an employee.
- Evaluating the effectiveness of a final written warning.

WE CREATE COURSES BASED ON DEMAND AND INDUSTRY NEED.

Our courses are constantly adapting to community workforce demands. Are you and your employees up to date on the latest practices and tools? Check out our course offerings here or online at www.monroecc.edu/go/corporatecollege.

MANAGING FOR IMPROVED PERFORMANCE

Few workplaces are entirely free of performance issues. However, you can prevent many problems from developing, and keep small issues from growing into serious ones, by effectively planning, monitoring, and communicating for good performance.

Learning Outcomes
· Prevent problems using performance management activities such as communicating expectations and motivating for good performance.
· Recognize performance monitoring techniques, including employee self-monitoring.
· Communicate about performance with your employees to achieve the best results.

Course Content
· How strong performance management helps to prevent performance problems.
· Making performance planning interactions collaborative and motivating.
· Analyzing a supervisor's approach to monitoring.
· Good practices for communicating feedback in a given interaction.

Dismissing an Employee

PREPARING TO DISMISS AN EMPLOYEE

Dismissing an employee is an unenviable task. You'll want to be properly prepared when dealing with employee dismissals.

Learning Outcomes
· Review the steps to help you dismiss an employee properly, including clear expectations, warnings, the final decision, and preparing a termination letter.

Course Content
· Steps to take to make sure the employee knows what is expected in a given scenario.
· How to apply appropriate disciplinary action.
· Determining whether an employee should be dismissed.
· Requirements of a dismissal letter.

MANAGING THE DISMISSAL OF AN EMPLOYEE

You've made the tough decision to let go of an employee. Now it's time to prepare for the final meeting.

Learning Outcomes
· Prepare for the termination interview by forming your approach and creating a structure for the interview.
· Recognize guidelines to follow when conducting a termination interview.
· Outline the types of follow-up responsibilities that might be required.

Course Content
· How to prepare effectively for a termination interview.
· Guidelines for conducting a termination interview.
· Simulated dismissal interviews.
· Appropriate follow-up activities to undertake when dismissing an employee.

Elevating Your Management Skills

DEVELOPING A HIGH-PERFORMANCE ORGANIZATION

You want your organization to reach its fullest potential. It ranks as your most important responsibility as a leader. Learn to assess your organization's potential for high performance in terms of its mission statement, strategy, performance measurement strategies, customer orientation, leadership and culture.

Learning Outcomes
· Identify organizational factors that need to be coordinated for success.
· Determine if a mission statement supports a high-performance organization.
· Assess whether an organization's performance measurement strategy is conducive to high performance.
· Determine if an organization's culture supports high performance.

Course Content
· Actions to make an organization more customer-focused.
· Typical actions of a leader of a high-performance organization.

CROSS-FUNCTIONAL STRATEGIC MANAGEMENT

Cross-functional management? Sounds complicated but it isn't. It means managing in a way that bridges the functional silos that constrain your organization. Learn to define organizational cross-functionality and its benefits.

Learning Outcomes
· Develop techniques to support a cross-functional strategy throughout your organization.
· Study how different types of knowledge management systems can play a role in implementing that strategy.

Course Content
· Truths about cross-functional management and its benefits.
· How to support strategic cross-functionality in the organization.
· Advantages of knowledge management for furthering strategic cross-functionality.

MANAGING FOR RAPID CHANGE AND UNCERTAINTY

Examine the factors driving organizational change and decide how you can use a change management strategy to mitigate any potentially negative impact within your organization.

Learning Outcomes
· Prepare yourself and your team to meet the challenge of change and uncertainty.
· Enable yourself to secure everyone's support while you're implementing change.
· Establish guidelines on how to embed the changes once they've been implemented.

Course Content
· Truths and principles of organizational change and change management.
· How a manager should prepare to lead organizational change.
· Step-by-step process of preparing an organization for change.
· Helping employees implement change.

MANAGING NEW MANAGERS

Getting similar, time-consuming questions from most of your new managers? You can eliminate a lot of repetition with an effective orientation program.

Learning Outcomes
· Illustrate appropriate techniques for training new managers, such as job coaching, customer and supplier visits, and involvement in shared projects with other teams.
· Introduce a mentoring model so you can help new managers realize their leadership potential.

Course Content
· Truths about orienting new managers.
· Techniques for training new managers.
· How to decide whether the techniques for mentoring new managers have been followed appropriately.
· Mentoring new managers.

"I HAVE ENJOYED ALL THE TOPICS OFFERED DURING THIS MANAGEMENT TRAINING SERIES. WELL WORTH THE TIME!"

- Corporate College student

MANAGING EXPERIENCED MANAGERS

Managers with highly developed skills manage their teams and subordinates more efficiently, reduce overall employee turnover, and increase the organization's performance. You can get there too. Learn about a range of techniques for investing in your managers to establish their long-term commitment to the organization.

Learning Outcomes
· Develop their competencies and skills through coaching.
· Identify signs of underperformance in experienced managers.
· Help experienced managers overcome whatever is hindering their performance and apply guidelines for coaching them.
· Differentiate techniques for investing in management talent.

Course Content
· Advantages of effectively coaching experienced managers.
· How to conduct an effective coaching meeting with an experienced manager.
· How to use various techniques to assess a manager's performance.
· How to manage a nonperforming manager.

Strategies for Successful Employee On-Boarding

ON-BOARDING ESSENTIALS

What is employee on-boarding and how does it differ from orientation? Learn the key elements of an effective on-boarding program. Understand how on-boarding is different from traditional orientation.

Learning Outcomes
· Understand that rather than being an event, on-boarding becomes an ongoing process that can last upward of a year.
· Distinguish between employee orientation and on-boarding.
· Determine if an on-boarding program has all the elements to make it successful.

Course Content
· High-level objectives of on-boarding programs.
· Types of activities managers should undertake to on-board employees effectively.

ESTABLISH AN ON-BOARDING PROGRAM
Rolling out an on-boarding strategy can help your organization create more engaged new employees. With your guidance, you'll help them embrace your company culture.

Learning Outcomes
· Facilitate how managers can best embrace the process and recognize the challenges it involves.
· Learn the details of a buddy system.

Course Content
· Components of supportive on-boarding.
· Challenges of the on-boarding process.
· Choosing a buddy in an on-boarding scenario.
· Supporting new hires in an on-boarding scenario.

ON-BOARDING EVALUATION
When you can see measurable results from your on-boarding program, you'll have acquired the information you need to make continuous improvements. Refine your focus to a few key areas.

Learning Outcomes
· Assess new hire adjustment levels.
· Review metrics for measuring the success of the actual program such as retention rates, employee satisfaction, and time to competency.
· Solicit feedback from participants.

Course Content
· Common issues with on-boarding.
· Examples that indicate new hires have adjusted to their roles.
· Correct steps for measuring the success of on-boarding.

Business Execution

FUNDAMENTAL BUSINESS EXECUTION
Review the drivers of business execution and the fundamental concepts that companies need to pay attention to in order to realize their plans.

Learning Outcomes
· Study the leadership behaviors that foster actionable strategy.
· Examine the value of selecting the right people for the right roles.
· Consider how to create and manage a "get it done" culture.

Course Content
· Why executing business strategy is difficult.
· Determining if an organization's workforce displays characteristics that support execution of strategy.
· Examples of leaders that display behaviors conducive to execution.
· The steps to create a culture that promotes business execution.

CRAFTING A BUSINESS STRATEGY
It's time to talk strategy. Examine the criteria for creating an executable business strategy.

Learning Outcomes
· Develop a strategy by demonstrating how to evaluate strategic initiatives and then prioritize, assign accountability, and translate those initiatives into short-term actionable targets.
· Learn to direct your organization's strategy by appropriately allocating resources to make those actions a reality.
· Focus on how to create a strategy that's planned, integrated, measurable, and supportable.

Course Content
· The steps to define executable strategy.
· Assessing whether the steps for strategically selecting executable initiatives have been followed in a given scenario.
· Applying the steps for creating strategic targets and assigning resources in a given scenario.

LINKING STRATEGY TO PEOPLE AND OPERATIONS
Learn techniques for effectively communicating a common understanding of the mission, values, and vision that drives your strategy.

Learning Outcomes
· Decide how to cascade balanced scorecard objectives to help employees understand how department strategy and their personal work connect to organizational goals.
· Understanding the importance of incentives to achieve objectives and of evaluating organizational competencies to develop employees who can execute your organizational strategy.

Course Content
· How to effectively communicate business strategy.
· Best practices for cascading balanced scorecards.
· How to help employees to link personal objectives with strategic objectives.
· Analyze the process used to assess employee competencies in a given scenario.

MONITORING AND EVALUATING INITIATIVES
Consider the importance of continually monitoring and evaluating strategy to ensure good execution.

Learning Outcomes
· Examine methods of monitoring the execution of strategy, such as action plans, dashboards, strategic review meetings, and measuring employee engagement.
· Consider a four-step process for evaluating executed strategy.
· Study the methods of effectively revising strategy.

Course Content
· Ways to effectively monitor execution of strategy.
· The correct steps for evaluating strategy in a given scenario.
· Reasons why strategy ceases to work.
· How to revise strategy for good execution.

Essential Mentoring Techniques

MENTORING FUNDAMENTALS
There are great benefits to having a mentor on the job. Review the objectives of mentoring programs and the benefits offered to employees, mentors, and the organization as a whole.

Learning Outcomes
· Explore the expectations and roles of mentors, coaches, and managers to understand the distinct advantages of mentor relationships.
· Examine what makes a mentoring program successful, considering the various mentoring models and approaches and how each contributes to making a mentoring program a good experience for all involved.

Course Content
· Benefits of mentoring for the mentee, the mentor, and for the organization.
· Objectives of workplace mentoring.
· Differences between examples of coaching and mentoring relationships.
· Differences between the arguments for implementing formal or informal mentoring.

DESIGNING AND INITIATING MENTORING PROGRAMS
Mentoring programs are as varied as the organizations that implement them. This course explores how to set up a successful mentoring program by looking at the elements that are needed to design and implement an effective program.

Learning Outcomes
· Prepare and plan your mentoring program so that participants are oriented and connected effectively.
· Examine the criteria for matching mentees and mentors to create fruitful relationships.
· Learn the importance of personal development plans and how to set the learning process in motion so that mentees can achieve their objectives.

Course Content
· Determining if a mentoring program has all the requisite elements to make it successful.
· The steps in designing a mentoring program.
· Matching mentors to mentees in a given scenario.
· Deciding whether guidelines for establishing a mentoring relationship have been correctly applied in a given situation.

BUILDING AND MAINTAINING MENTORING RELATIONSHIPS
You want to have a mentoring program but not an enabling program. Decide how to give constructive feedback that equips mentees to solve their own problems.

Learning Outcomes
· Provide guidelines on how to deal with program issues such as too much formality and too little support.
· Address interpersonal issues in order to sustain a valuable mentoring relationship.
· Examine the specific issues that might arise when mentors and mentees are involved in a virtual mentoring relationship.

Course Content
· How to manage mentoring relationships effectively.
· Determining whether a mentor is giving feedback appropriately in a given scenario.
· Addressing mentoring program issues in a given scenario.
· Ways to address interpersonal issues in mentoring relationships.

CONSIDERING A CAREER CHANGE?
MCC CAREER COACH IS HERE TO HELP.

Career Coach is a free, web-based career exploration tool. It's designed to help you find your new career by providing current local data on wages, employment, job postings, and associated education and training. Check it out: www.monroecc.edu/go/careercoach.

Financial Thinking

ACCOUNTING 101

Finance and accounting are critical functions within any business. Understanding the basic definitions and principles of accounting will enable you to better understand and evaluate budgets and financial statements.

Learning Outcomes
- Understand the basic principles of accounting.
- The Accounting Equation and three primary financial statements.

Course Content
- How to determine what transactions are posted to the credit or debit side of the ledger.
- Definitions–credits vs. debits
- The 10 principles and five expectations of accounting.
- Steps in the monthly close process.

FINANCE FOR THE NON-FINANCIAL MANAGER

Understand how a finance director evaluates the viability of a new project or product proposals. This seminar will help the non-finance professional take forward ideas which will be met with higher probability of acceptance.

Learning Outcomes
- Gain an appreciation for what makes a good financial proposal.
- Understand the fundamental financial statements and how to apply basic financial metrics.

Course Content
- Why cash flow management is critical to business success.
- The time-value of money and how to evaluate it.
- Risk as one of the key decision criteria.

MINDSET AND FINANCIAL PRIORITIES

Begin to think like a vice president of finance. Learn some basic tips to get you started thinking like a financial manager and understand why it's important to have that perspective.

Learning Outcomes
- Grasp a practical outline of the three basic financial priorities: managing costs, supporting revenue growth, and managing cash flows in the organization.
- Identify the value of adopting a chief financial officer mind-set.
- Recognize what CFOs do in organizations.
- Understand how cost structure affects CFO decision making.

Course Content
- Ways of effectively managing cash in an organization.
- Calculate sales required to achieve a desired profit.

MAKING FINANCIAL DECISIONS

Business decisions are generally made from a financial perspective. Learn how that perspective is applied to many of the activities and financial decisions you make in your area of business on a daily basis.

Learning Outcomes
- Review guidelines for functional managers for creating budgets.
- Recognize best practices that may contribute to reduced working capital needs.
- Understand how your request for incurring an incremental cost or making a buy or lease decision could be evaluated.

Course Content
- Guidelines for functional managers when creating budgets.
- Techniques for effectively managing components of the working capital equation.
- Determining if incurring a step cost is possible for a company in a given scenario.
- Deciding between leasing and purchasing in a given scenario.

PREPARING AND PRESENTING A BUSINESS CASE

As a functional manager and departmental leader, you often need to make a business case for your requests for more resources and funds to the senior management team. Learn to apply a global perspective in preparing and presenting a business case.

Learning Outcomes
- Strengthen your case by anticipating the kinds of questions that management is likely to ask.
- Identify the types of activities that are involved in defining the business issue and identifying alternatives.

Course Content
- Deciding between investment options based on payback period technique.
- Deciding between alternative proposals based on risk analysis.

RISK MANAGEMENT

This seminar introduces you to a process for managing regulatory and financial risks.

Learning Outcomes
- Focus on general actions you can take to support financial priorities for risk management and compliance.
- Understand a method for identifying and categorizing risks your department could be facing.
- Learn a ranking technique for prioritizing risks.
- Recognize how to develop a risk response plan for departmental risks.

Course Content
- Supporting CFO priorities in relation to risk management and compliance.
- The benefits of managing risk and ensuring compliance.
- How to identify risks faced by your department.
- Using a ranking technique to prioritize risks.
- Factors when developing a risk response plan.

GET STARTED ON YOUR BUSINESS CAREER.

MCC offers a Business Administration A.S. credit program equivalent to the first two years of a bachelor's degree program. This program prepares students for majors in areas such as accounting, finance, management, marketing, human resources, economics, entrepreneurship, e-business, small business management, and other business-related fields. Contact corporatecollege@monroecc.edu to learn more.

MCC Corporate College
MONROE COMMUNITY COLLEGE

FRONTLINE TO SMALL BUSINESS

If you are a military veteran and you want to start a small business, this course is for you. The course is designed to build on the mandatory military principles that are consistent with those necessary in operating a small business: self-discipline, accountability, delegation, and more. Just as in the military, your solid foundation, along with proper resources, will enable you to complete your mission of becoming an entrepreneur. The coursework covers how to set up a business, including instruction from experts specializing in different aspects such as marketing, accounting, legal matters, and more. By the end of this program, you will have completed a small business proposal. This program is approved for funding by the Department of Veterans Affairs (VA) educational benefit programs (Title 38, United States Code).

Learning Outcomes
- Learn how to create a business plan.
- Learn a basic approach to marketing.
- Learn how to address legal matters.
- Learn a basic approach to accounting.

Course Content
- Create a general company description.
- Develop products and services.
- Develop a marketing plan.
- Develop an operational plan.
- Create personal financial statements.
- Dealing with startup expenses.
- Financial planning.

Facilitation Skills

USING FACILITATION SKILLS AS A MANAGER

Managers need to be good facilitators–in the broadest sense of the word. Grasp how to use facilitation skills to help others work more effectively.

Learning Outcomes
- Learn how observation skills can help you understand how well people are working together and whether you may need to intervene to get things back on track.
- Determine the most appropriate role–facilitator, manager, or leader–for a given situation.

Course Content
- Steps to intervene appropriately to help others work more effectively in a given scenario.
- Questions to help engage others in their work in a given scenario.

FACILITATING COLLABORATIVE PROCESSES

You may be good at getting others to work together. Formalize that insight by learning to support collaborative processes. Draw on the principles of facilitation.

Learning Outcomes
- Empowering employees to engage with work and take responsibility.
- Encouraging employees to be creative, share relevant information openly and honestly, and see connections between their work and the work of others.
- Apply these and other principles in collaborative sessions.

Course Content
- The principles of facilitation.
- How to conduct a collaborative visioning session.
- How to facilitate collaborative decision making.
- Steps to facilitate consensus during a decision making session.

CHALLENGES OF FACILITATING

As a manager, dealing with challenging situations and behaviors is a part of the job. Identify ways to help prevent dysfunctional behavior by getting to know employees and establishing ground rules.

Learning Outcomes
- Prevent dysfunctional behavior by getting to know employees and establishing ground rules.
- Learn to respond to objections and lack of commitment that may hinder work progress.
- Examine a process for dealing with objections that includes clarifying what the objection is, summarizing it, and responding appropriately.
- Explore techniques for facilitating productive conflict discussion that will encourage employees to agree on a solution.

Course Content
- Ways to help prevent behaviors that may impede work progress.
- Responding to an objection during a work discussion.
- How to facilitate a conflict resolution discussion.
- Encouraging a productive conflict discussion.

LEADERSHIP

PRACTICAL LEADERSHIP
• Model and Strategies

LEADERSHIP ESSENTIALS
• Motivating Employees
• Communicating Vision
• Leadership Influence
• Working with Emotional Intelligence
• Leading Business Execution
• Leading Innovation
• Creating a Leadership Development Plan

EMPLOYEE ENGAGEMENT
• Benefits and Challenges of Engaging Employees
• Maintaining an Engaging Organization
• Creating a Positive Work Environment

EFFECTIVE SUCCESSION PLANNING
• Initiating Succession Planning
• Determining Key Positions Talent Pool
• Determining and Assessing a Succession Plan Program

MAKING CROSS-FUNCTIONAL TEAMS WORK
• Cross-Functional Team Fundamentals
• Strategies for Managing Cross-Functional Teams
• Managing Internal Dynamics in a Cross-Functional Team

SETTING AND MANAGING ORGANIZATIONAL PRIORITIES
• Mission and Goals
• Organization Prioritization
• Motivating Teams
• Organization Communication

YOUR LEADERSHIP VOICE
• Inspirational Leadership
• Self-Assessment and Motivation
• Effective Leadership Communication Strategies
• Leadership Messaging Power

SOMETIMES STUDENTS NEED A LITTLE HELP TO TAKE THE NEXT STEP - SCHOLARSHIPS ARE AVAILABLE.

The MCC Foundation has made funding of student scholarships its primary focus. As a result, more scholarships are available to eligible students seeking workforce training. These scholarships allow recipients to focus on developing new skills and reaching their career goals rather than worrying about how they will pay the bills.

The Foundation provides a means for donors, friends and volunteers to support the mission of the college and the success of its students. It is a nonprofit corporation that serves as a repository for all private, nongovernmental gifts and support received on behalf of the college. Such funding, combined with innovative industry partnerships, allows students the opportunity to pursue an education in fields that are essential for local economic growth and business expansion.

For more information, visit www.monroecc.edu/go/foundation.

The following course descriptions outline offerings of MCC Corporate College. Each description briefly highlights course content and learning objectives. Sessions may range from two- or four-hour workshops to full-day or multi-day training events and can be combined with other course descriptions for sessions or programs.

Practical Leadership

This six-session interactive Master's style program takes you through a time-tested set of principles that, when applied together, become the secret to achieving results, motivation and enormous positive team spirit.

Practical Leadership has been widely used to motivate teams, put them on success tracks, and achieve extremely positive results. Since taking this course, one business owner has doubled his operational income each year for three years in a row. Another achieved a 350% increase in measured productivity. All of the leaders put in less time, reduced stress and achieved greater financial results. This course covers:

• Understanding the five points of Practical Leadership.
• Application of each point with peer feedback and support.
• Change management, goal setting and advanced leadership principles.

MODEL AND STRATEGIES—SESSION OVERVIEW
1). Practical Leadership Model, development of SMART Goals.
2). Feedback on application of the model, Change Management strategies, Advanced leadership principles.
3). Feedback on application of the model and use of Change Management tactics, Strategies for Motivation of the team.
4). Feedback on application of the model, planning for success.
5). Feedback on application of the model, planning for long-term success.
6). On-site visit and assessment from instructor.

"I WILL USE THE PRACTICAL LEADERSHIP MODEL TO BE MORE EFFECTIVE AS A LEADER. GREAT COURSE!"

- Practical Leadership student

Leadership Essentials

MOTIVATING EMPLOYEES
Understand why motivating strategies are important as a leader. Learn practical techniques for encouraging motivation among employees in your organization.

Learning Outcomes
• Recognize and define motivation.
• Consider tactics that encourage intrinsic motivation by addressing higher-order needs in the workplace.
• Involve, validate, and develop employees.

Course Content
• Actions that encourage motivation by enlisting the support of workplace systems.
• Steps to encourage motivation in an individual employee, in a given scenario.

COMMUNICATING VISION
Examine a general introduction to vision communication, including its nature and its purpose. You will be guided through numerous techniques and methods for a leader to successfully communicate vision.

Learning Outcomes
• Personalize and multiply a clear message.
• Communicate enthusiasm in an authentic way.
• Make the vision of the organization the employees' own vision.

Course Content
• Approaches to communications that are likely to be important to employees.
• Techniques for communicating vision.
• Communicating vision to employees as a leader in a given scenario.

LEADERSHIP INFLUENCE
Explore numerous methods and strategies for effectively influencing a team to accept your ideas.

Learning Outcomes
• Consider the importance of political awareness and the essential skills involved in using positive politics and avoiding negative politics when persuading others.
• Practice methods for influencing effectively and ethically.
• Make the vision of the organization the employees' own vision.

Course Content
• Recognizing and classifying examples of techniques for influencing people.
• Actions that use politics to influence others in a positive way.
• Influence techniques to persuade others while avoiding the negative use of politics in a given scenario.

WORKING WITH EMOTIONAL INTELLIGENCE
Develop an understanding of why emotional intelligence abilities are important to you as a leader.

Learning Outcomes
• Provides you with practical, positive techniques for promoting and improving emotional intelligence as a leader within your business environment.

Course Content
• Recognizing why emotional intelligence is important in the workplace.
• Matching emotional intelligence competencies to their associated domains.
• Recognizing which perception competencies need improvement and recommend techniques for cultivating them in a given scenario.
• Actions that demonstrate emotional intelligence in controlling emotions.
• Actions that demonstrate emotional intelligence in facilitating.

LEADING BUSINESS EXECUTION
Explore techniques for fostering a culture of business execution, one that leverages planning, people, and practice in an integrated approach to business execution.

Learning Outcomes
• Recognize the meaning of business execution.
• Learn to leverage your business planning to support business execution.

Course Content
• Examples of strategies for leveraging the "people" component of business execution.
• Business execution through people and practice in a given scenario.

LEADING INNOVATION
Develop an understanding of what an innovative culture is and what qualities a leader needs to best foster innovation.

Learning Outcomes
• Provides you with practical techniques for cultivating and leading innovation.

Course Content
• Examples of questions that can be used to assess characteristics of a business innovation culture.
• Assessing an organization's innovation culture and planning leadership actions to strengthen it in a given scenario.
• Actions which are likely to attract and nurture innovators.

CREATING A LEADERSHIP DEVELOPMENT PLAN
Explore ways to assess yourself as a leader, establish a vision for the future, and identify obstacles to that vision.

Learning Outcomes
• Teaches practical approaches for setting development goals, objectives, and actions designed to move you toward your vision.
• Provides useful criteria for evaluating a personal leadership development plan.

Course Content
• The key results of a leader's self-assessment process.
• Strategies for formulating your leadership vision and approaching potential obstacles to that vision.
• Strategies designed to help sustain leadership development.
• Determining whether a leadership development plan exhibits key characteristics.

Employee Engagement

BENEFITS AND CHALLENGES OF ENGAGING EMPLOYEES
Creating an engaged and motivated workforce can help make an organization more innovative, productive, and profitable. Consider the advantages of having an engaged workforce.

Learning Outcomes
• Define the attributes and actions of engaged employees.
• Explore employee motivation and commitment challenges.
• Examine how employee engagement links to your organization's bottom line.

Course Content
• Key characteristics and traits of an engaged workforce.
• Examples of engaged employees in a scenario.
• Common challenges of engaging employees.

MAINTAINING AN ENGAGING ORGANIZATION

An engaging organization depends on an engaged workforce–but different employees are motivated in different ways. With the proper tools, understanding, and strategies, managers can foster a motivational environment that helps employees become more engaged with the organization, so that they perform more effectively and positively.

Learning Outcomes
- Identify what does and does not motivate employees.
- Introduces tools you can use to assess levels of motivation.
- Drive engagement within your organization to create a place where people want to work.
- Provide strategies to help you become a motivating and engaging manager.

Course Content
- Areas to look at to assess engagement and commitment in your organization or team.
- Actions you can take to drive engagement in your team or organization.
- Examples of actions you can take to become an engaged leader.

CREATING A POSITIVE WORK ENVIRONMENT

As a manager, you want to develop and maintain a positive work environment. Learn the specifics for establishing it, its characteristics, and some concrete steps you can take to create a positive workplace.

Learning Outcomes
- Maintain a positive atmosphere by learning how to recognize the signs and impact of negativity and how to take corrective action.
- Practice, through a simulated scenario, how to maintain a positive work environment with your employees.

Course Content
- Principles you can apply to create a positive work environment.
- What a manager should do to maintain a positive work environment in a given scenario.

Effective Succession Planning

INITIATING SUCCESSION PLANNING

You know a key manager might leave for another firm or retire eventually. Learn the importance of succession planning and building a leadership talent pool from within your firm that motivates employees, increases retention of employees, and fortifies your business against the loss of vital people.

Learning Outcomes
- Outline the steps needed to create an effective succession planning program.
- Align a succession plan with your business strategy.
- Promote the plan internally to gain commitment throughout the organization.

Course Content
- Characteristics of succession planning.
- Describing the role of internal promotion in succession planning.
- Whether the succession planning process has been properly initiated.

DETERMINING KEY POSITIONS TALENT POOL

You will learn about the process for determining the availability of talent. It covers the criteria for identifying key positions and the importance of planning for future key positions in your company.

Learning Outcomes
- Ensure you know what competencies are needed to perform the duties for key jobs by performing an analysis, competency identification, and a rating for each key position.
- Explore how performance appraisals alone are not enough to determine your talent pool. For maximum effectiveness, you should combine them with individual potential assessments to find high-potential employees for key jobs for your present and future workforce needs.

Course Content
- Determining key positions.
- Examples of appropriate analysis used in identifying future key positions.
- Whether the procedure for identifying position competencies has been correctly implemented in a given scenario.
- Deciding appropriate action with regard to the succession plan's talent pool in a given scenario.

DETERMINING AND ASSESSING A SUCCESSION PLANNING PROGRAM

Succession planning involves more than just identifying high potentials for key areas and positions. You'll learn the steps necessary to implement individual development plans.

Learning Outcomes
- Formulate and develop learning objectives that close the gaps between present and future performance.
- Assess your succession planning program and determine its success by using effective measurement criteria.

Course Content
- Characteristics of effective succession planning program development.
- Effective learning objectives for an individual development plan.
- Appropriate metrics for assessing a succession program.
- The steps to take to implement an individual development plan.

Making Cross-Functional Teams Work

CROSS-FUNCTIONAL TEAM FUNDAMENTALS

Gather a fundamental understanding of cross-functional teams. Learn the advantages of using such teams and consider the kinds of situations where they're most or least appropriate.

Learning Outcomes
- Recognize examples of cross-functional teams.
- Decide how implementing cross-functional teams can benefit you and your organization.

Course Content
- Advantages of using cross-functional teams.
- When to use a cross-functional team.

STRATEGIES FOR MANAGING CROSS-FUNCTIONAL TEAMS

Examine the various development stages of cross-functional teams and the risks at each stage.

Learning Outcomes
- Identify key abilities for a cross-functional leader.
- Outline best practices for cross-functional team success.

Course Content
- Examples of stages in the life of a cross-functional team.
- Problems with stages of cross-functional team development.
- Examples of how to manage cross-functional teams successfully.

MANAGING INTERNAL DYNAMICS IN A CROSS-FUNCTIONAL TEAM

Understand how to head off interpersonal problems by facilitating open communication and handling meetings effectively.

Learning Outcomes
- Consider how to resolve conflicts when they do arise in a cross-functional team.
- Study best practices for cross-functional team success.

Course Content
- Characteristics of effective succession planning program development.
- Effective learning objectives for an individual development plan.
- Appropriate metrics for assessing a succession program.
- The steps to take to implement an individual development plan.

Setting and Managing Organizational Priorities

MISSION AND GOALS

As a manager, make sure that you establish priorities for your group by ensuring that its goals are properly aligned with the company-wide goals and mission.

Learning Outcomes
- Clarify the distinction between strategic, tactical, and operational goals.
- Determine how to create effective goals.
- Learn a step-by-step process for ensuring that the departmental goals you create are suitably aligned with the strategic objectives of the organization.
- Identify imperatives for action that keep you focused and on track to meet your objectives and ensure your team is working effectively through properly identified priorities.

Course Content
- Different kinds of business goals.
- The benefits of setting goals.
- How to set effective goals for organizational units.
- Aligning unit goals with company-wide goals and mission.
- Deriving imperatives from unit goals.

ORGANIZATION PRIORITIZATION

As a manager, revaluate how you set priorities for your departmental team.

Learning Outcomes
- Determine the importance of managing priorities appropriately and the dangers of failing to do so.
- Rank tasks in terms of importance and urgency.
- Examine a detailed technique for deciding how to prioritize among problems, and then practice the method.
- Learn best practice principles for measuring performance on priorities.

Course Content
- Benefits of effective team priority management.
- Truths about priorities and prioritizing.
- Dealing effectively with priorities.
- Prioritizing problem groups.
- Best practices for measuring performance on priorities.

MOTIVATING TEAMS

Understand the impact that motivation has on your team's approach to its work. You'll learn about the importance of motivation for performance on priorities and some basic principles for taking actions to address team member's higher needs.

Learning Outcomes
- Learn a technique for assessing your own motivational drivers and discover time management skills to help you stay motivated on priorities.
- Relate team priorities to individual team members to tap their full potential and focus their energy and enthusiasm toward action on your department's priorities.

Course Content
- Management actions that appeal to employees' higher level needs.
- The connection between motivators and goal priorities.
- How to manage your time wisely to further organizational priorities.
- How to keep your team motivated on the right priorities.

ORGANIZATION COMMUNICATION

Understand the elements of effective communication specific to laying out priorities.

Learning Outcomes
- Comprehend guidelines on preparing and developing a message that will resonate with your team.
- Learn delivery and listening techniques to help you engage your employees in the priorities to motivate them to take action as a team with a clear focus.

Course Content
- Communicating priorities effectively to employees.
- Guidelines for communicating a priority message to an employee.
- How to listen effectively when discussing priorities with an employee.

Your Leadership Voice

INSPIRATIONAL LEADERSHIP

Examine what people look for in an inspiring leader.

Learning Outcomes
- Recognize the behaviors that inspirational leaders exemplify, considering how to develop these traits.
- Explore how to activate your inner greatness to become an extraordinary leader.

Course Content
- Matching the characteristics of inspiring leadership to examples.
- Recognizing individuals who inspire in their leadership.
- Exemplifying the characteristics of an inspiring leader.

SELF-ASSESSMENT AND MOTIVATION

Learn the techniques leaders use to carry out a self-assessment, such as reflective journaling, using surveys and checklists, and conducting 360-degree feedback.

Learning Outcomes
- Provides you with ways to increase your motivation.
- Manages your own learning, by creating a leadership development plan that enables you to cultivate your own leadership growth.

Course Content
- Key concepts about self-assessment techniques.
- Advantages of assessing your own leadership development.
- Techniques for developing self-motivation.
- Steps to create a leadership development plan based on a given situation.

EFFECTIVE LEADERSHIP COMMUNICATION STRATEGIES

The objectives of sharing vision and plans, delegating, coaching, and motivating people depending on how well they can adapt their leadership communication style to suit the situation. Learn the role of communication in leadership and how leaders can effectively communicate their objectives to their teams.

Learning Outcomes
- Consider the appropriate leadership communication styles that can be implemented for various leadership objectives and the communication skills needed to achieve these objectives.

Course Content
- Identifying leadership objectives and communication styles with examples of how they are communicated.
- Deciding whether leadership objectives and communication styles are applied effectively or ineffectively.
- Selecting an appropriate leadership communication style for the leadership objective you are attempting to accomplish.

LEADERSHIP MESSAGING POWER

Explore the leadership attributes that shape messages and explain how to establish and maintain your credibility as a leader.

Learning Outcomes
- Consider the qualities that make messages clear and credible.
- Examine techniques that enable leaders to ethically deliver persuasive messages.

Course Content
- Key traits that shape leadership messages.
- Ways that leaders establish credibility.
- Examples of clear and credible leadership messages.
- How to determine if a leader is communicating a clear and credible message.

COMMUNICATION IN BUSINESS

E-MAIL ESSENTIALS FOR BUSINESS
• Using E-Mail and Instant Messaging Effectively
• Addressing and Redistributing E-Mail
• Managing Your E-Mail

TELEPHONE ESSENTIALS FOR BUSINESS
• Essential Skills for Professional Phone Calls

BUSINESS WRITING BASICS
• Know Your Readers and Your Purpose
• How to Write Clearly and Concisely
• Editing and Proofreading
• The Mechanics of Writing

INTERPERSONAL COMMUNICATION
• Communicating with Confidence
• Targeting Your Message
• Listening Essentials
• Communicating Assertively

CONFLICT RESOLUTION
• Recognizing and Responding to Conflict
• Strategies for Resolving Conflict

WORKING WITH DIFFICULT PEOPLE
• Identifying Difficult People
• How to Work with Aggressive People
• How to Work with Negative People

NEGOTIATING SKILLS ESSENTIALS
• What is Negotiation?
• Planning for Negotiation
• Effective Negotiation Communication
• Persuading
• Avoiding Pitfalls in Negotiations

EMOTIONAL INTELLIGENCE BASICS
• What is Emotional Intelligence?
• Self-Awareness and Self-Management
• Using Emotional Intelligence on the Job

FUNDAMENTALS OF CROSS-CULTURAL COMMUNICATION
• Culture and Its Effect on Communication
• Communicating Across Cultures
• Improving Communication
  in Cross-Cultural Relationships

COMMUNICATING EFFECTIVELY WITH LEADERS
• Preparing to Communicate with Leaders
• Techniques for Communicating
  with Senior Executives

BASIC PRESENTATION SKILLS
• Planning a Presentation
• Creating a Presentation
• Delivering a Presentation

PROFESSIONAL NETWORK BASICS
• Finding Opportunities to Make Connections
• Developing Confidence

WRITING SKILLS FOR TECHNICAL PROFESSIONALS
• Preparation and Planning
• Effective Writing Techniques

E-Mail Essentials for Business

USING E-MAIL AND INSTANT MESSAGING EFFECTIVELY
If you want learn how to make your workplace e-mail and instant messaging more effective, then this seminar is for you. Learn the basic requirements for effective communication.

Learning Outcomes
• Understand tried-and-true guidelines for
  e-mailing effectively.
• Examine fundamental elements every e-mail should
  contain, and the importance of keeping e-mails concise.
• Review the etiquette associated with using instant
  messaging programs as an extension of e-mail.

Course Content
• Guidelines to use to keep e-mail concise, given
  an example.
• Appropriate usage of basic rules of instant
  messaging etiquette.

ADDRESSING AND REDISTRIBUTING E-MAIL
Understand the techniques for addressing and redistributing e-mails appropriately. You'll be introduced to the best practices for deciding who to send e-mails to, and how to flag e-mails appropriately.

Learning Outcomes
• Review proper etiquette for forwarding e-mails,
  and using reply and reply to all.
• Recognize the sensitivities of copying an e-mail
  over someone's head.

Course Content
• Best practices for addressing an e-mail and replying
  in a given scenario.
• Best practices for forwarding e-mail.
• Examples of when it's inappropriate to copy an e-mail
  over someone's head.

MANAGING YOUR E-MAIL
The standard office advice is: "Never handle paperwork twice." Are you handling your e-mail efficiently? Understand the techniques for managing e-mail.

Learning Outcomes
• Study tips for using folders and filters to organize e-mails
  for increased efficiency.
• Review best practices for deciding who to send e-mails to,
  and how to flag e-mails appropriately.
• Decide what e-mails are OK to immediately delete.
• Learn to recover important information if you
  lose an e-mail.

Course Content
• Best practices for managing your time through effective
  e-mail management.
• Examples of e-mail you should delete from your inbox.

Telephone Essentials for Business

ESSENTIAL SKILLS FOR PROFESSIONAL PHONE CALLS
Review the essential skills for professional telephone use. Consider best practices for making and receiving telephone calls, recording and leaving voice mail messages, and the etiquette guidelines for using cell phones.

Learning Outcomes
• Recognize why the telephone is such an important
  business tool in projecting a positive image.
• Understand best practices for using the telephone
  in a given scenario.

Course Content
• Examples of best practices for using a cell phone.
• Appropriate recorded voice mail greetings.
• Appropriate examples of leaving voice mail messages.

Business Writing Basics

KNOW YOUR READERS AND YOUR PURPOSE
If you struggle at the keyboard, let this seminar help. Learn ways to identify your readers and to create messages that convey the appropriate tone for different reader roles. Learn how to write effectively for the three most common reasons for writing a business document—to inform, respond, or persuade.

Learning Outcomes
• Determine the appropriate written message to use
  for a given situation.
• Recognize the value of knowing the appropriate tone
  to use to address your readers.
• Use the appropriate writing tone to communicate
  a written business message for a given purpose
  and audience.

Course Content
• Key characteristics to consider when analyzing
  the targeted readers of a business document.
• Attributes to consider when defining your relationship
  to the reader.

HOW TO WRITE CLEARLY AND CONCISELY
Understand ways to make your writing more clear. Specifically, it covers the importance of using short, familiar words, appropriate connotations, concrete and specific language, and transitional words and phrases.

Learning Outcomes
• Determine ways write more concisely.
• Consider best practices for organizing content logically
  and appropriately.

Course Content
• Sentences that reflect the techniques of clear writing.
• How to apply the techniques of concise writing to a given
  sample of business writing.
• Ways to organize content to increase reader
  understanding.

EDITING AND PROOFREADING

Everyone needs an editor. Learn how reviewing your own work is a crucial stage in the writing process. Carelessness reflects badly on you, your work, and your organization.

Learning Outcomes
- Develop an understanding of editing for clarity, tone, accuracy, and completeness, and also proofreading for spelling mistakes and grammatical errors.
- Examine the importance of editing and proofreading your business documents.
- Grasp some key areas to consider when editing–tone, structure, clarity, and accuracy.
- Explore ways to proofread effectively. You'll discover some of the most common grammatical, punctuation, and spelling mistakes that people make.

Course Content
- Distinguish between editing and proofreading.
- General techniques that help you edit and proofread effectively.
- The types of errors made in a given business document.
- Recognizing mechanical errors in a given business document.

THE MECHANICS OF WRITING

You know your ABCs, but SCREAMING IN ALL CAPS is considered poor business practice. Learn the basic rules for using capital letters, abbreviations, and numbers.

Learning Outcomes
- Recognize how to use abbreviations correctly.
- Review examples that use correct capitalization.
- Grasp the correct use of numbers in given examples.

Course Content
- Constructing prefixes and suffixes.
- Abbreviations of titles, names, locations, and countries.
- How to capitalize direct quotes, titles, names of organizations, and product names.
- Forms and uses of numbers with dates and time, money, fractions, and symbols.

> ## "THE INSTRUCTOR BROUGHT THE SUBJECT MATTER TO LIFE EXTREMELY WELL."
>
> *- Corporate College student*

Interpersonal Communication

COMMUNICATING WITH CONFIDENCE

Enhance your workplace influence by honing your communication skills. Learn how the essential elements of trust, credibility, and confidence communicate that you are a steady, competent professional.

Learning Outcomes
- Review advantages of communicating with confidence.
- Examine the construction of trust and credibility.
- Clarify how trust and credibility result in confident communications.

Course Content
- Expressing the essential elements of confident communication.
- Understanding how trust and credibility enhance confidence in interpersonal communication.

TARGETING YOUR MESSAGE

Explore key considerations for planning and delivering targeted messages.

Learning Outcomes
- Illuminates the components involved in communication and describes what to look for when analyzing the needs and wants of your intended audience–even if it is an audience of one.
- Guides you through the selection of an appropriate medium and context for a given message, and suggests strategies for delivering a well-planned message and eliciting feedback after your message is delivered.

Course Content
- Identifying the components involved in an instance of communication.
- Matching questions to examples of information they yield in a receiver analysis.
- Using appropriate media and context variables for a given communication.
- Delivering targeted messages and ensure understanding.

LISTENING ESSENTIALS

Engage in the technique of active listening. Learn to focus your attention completely on the speaker, listen carefully for meaning, and then use feedback to verify that you've correctly understood the communication.

Learning Outcomes
- Examine the advantages and challenges of effective listening.
- Understand how active listening techniques enhance the effectiveness of your listening skills.
- Explore the various levels of listening and learn behaviors and thought patterns that demonstrate active listening techniques.
- Grasp the important skill of providing listener feedback to demonstrate or clarify understanding of the speaker's communication.

Course Content
- How to overcome the listening barriers.
- Behaviors and thought patterns that demonstrate key active listening techniques.
- Distinguishing the four levels of listening.
- Verbal feedback to demonstrate or clarify understanding in a given scenario.

COMMUNICATING ASSERTIVELY

"Look'em in the eye and tell'em what you know." Your mother was actually preaching assertive communication. Let us guide you into a more straightforward and more effective communication style.

Learning Outcomes
- Understand the advantages of assertive behavior and how to distinguish it from passive, aggressive, or passive-aggressive behavior.
- Examine the requirements for assertive communication, such as being honest and straightforward, being respectful of others' needs and feelings, and using assertive body language and tone.
- Increase the power of your assertive communication when your first attempts don't get the results you intended.

Course Content
- Behavior styles exhibited in a given scenario.
- Statements and practices that demonstrate assertiveness.
- Communicating assertively in a given scenario.

Conflict Resolution

RECOGNIZING AND RESPONDING TO CONFLICT

Not all conflict is bad. This seminar examines workplace conflicts, responses and benefits.

Learning Outcomes
- Understand the types of conflict situations you're likely to face in the workplace.
- Plan appropriate responses depending on the outcome you want.

Course Content
- Classifying a given conflict situation based on its type and severity.
- Positive effects on conflict in the workplace.
- Responding appropriately to a given conflict situation.

STRATEGIES FOR RESOLVING CONFLICTS

Conflict is inevitable. You control your response, and can shape the responses among employees. Learn techniques you can use to deal effectively with a conflict situation.

Learning Outcomes
- Understand the important first step is to define the conflict by clarifying the issues surrounding it.
- Discover the importance of describing the conflict to the other party in a way that doesn't make them defensive.
- Recognize collaboration skills that can help you deal with conflicts effectively, building trust and cooperation and preventing the escalation of conflict.

Course Content
- How to clarify the issues in a conflict.
- How to collaborate effectively in a conflict situation.
- Talking constructively in a given conflict situation.

TAKE A LOOK AT OUR SCHOLARSHIP OPPORTUNITIES.

In today's economy, the question of how to pay for college is more important than ever. That is why MCC is committed to making scholarships available to help offset the rising costs of education. Thanks to the MCC Foundation, students seeking workforce training are eligible to apply for funding. For more information, visit www.monroecc.edu/go/foundation.

Working With Difficult People

IDENTIFYING DIFFICULT PEOPLE

We'll teach you methods to help you recognize the characteristics of some of the most common types of difficult people. You'll better understand their motivations and begin to deal with them more effectively.

Learning Outcomes
- Identify the types of difficult people in the workplace.
- Determine whether the steps to deal with a difficult person have been performed correctly when given a scenario.

Course Content
- Examples of people displaying difficult behavior.
- Matching examples of difficult behavior in the workplace to types of motivation.

HOW TO WORK WITH AGGRESSIVE PEOPLE

Review the more common behaviors of hostile-aggressive and passive-aggressive people. Sample effective strategies you can use in coping with an aggressor's behavior.

Learning Outcomes
- Apply strategies for dealing with a hostile-aggressive person in a workplace scenario.

Course Content
- Identifying examples of people displaying hostile-aggressive behavior and passive-aggressive behavior.
- Matching examples of difficult behavior in the workplace to types of motivation.
- Determining which aspects of handling hostile-aggressive behavior were dealt with appropriately in a given scenario.

HOW TO WORK WITH NEGATIVE PEOPLE

Delve into the characteristics of some common types of negative people you may encounter in the workplace. Discuss strategies that may help you deal with their behavior.

Learning Outcomes
- Recognize examples of people who demonstrate negative behavior.
- Apply strategies for dealing with a blamer in a workplace scenario.

Course Content
- Examples of people who demonstrate negative behavior.
- Determining which aspects of handling negative behavior were dealt with appropriately in a given scenario.

Negotiating Skills Essentials

WHAT IS NEGOTIATION?

Everyone has to negotiate at some point in his or her life. Strong negotiation skills can be survival skills, both in and out of the workplace.

Learning Outcomes
- Define negotiation and grasp actions that can help you negotiate successfully.
- Explore two types of negotiation–distributive and integrative–that you will typically encounter in business.
- Consider styles of negotiating.

Course Content
- Recognizing characteristics of distributive and integrative negotiation.
- Identifying the negotiating style used in a given situation.

PLANNING FOR NEGOTIATION

Understand key considerations when preparing for a negotiation. You'll learn how to prepare for likely compromises you'll need to make, and how having alternatives to a negotiated agreement and knowing your "walk away" point can make negotiations go more smoothly.

Learning Outcomes
- Recognize key considerations when preparing for a negotiation.
- Recognize how to prepare for compromises in a negotiation.

Course Content
- The role of the best alternative to a negotiated agreement in strengthening a negotiating position.
- Identifying the zone of possible agreement for a given negotiation.

EFFECTIVE NEGOTIATION COMMUNICATION

If you want to achieve a successful outcome in a negotiation, you need to communicate well. Examine ways you can communicate effectively in a negotiation.

Learning Outcomes
- Set the tone for a negotiation.
- Make an effective and clear proposal.
- Respond positively to the other party in the negotiation.

Course Content
- Ways to communicate your proposal during a negotiation.

PERSUADING

Successful negotiators have the ability to persuade others that their interests are important. This course identifies the value of persuasion in negotiations and highlights strategies to help you be persuasive in negotiations.

Learning Outcomes
- Recognize strategies for being persuasive in a negotiation.
- Use persuasive strategies in a given negotiation.

Course Content
- Techniques for effectively dealing with difficult people during a negotiation.

AVOIDING PITFALLS IN NEGOTIATIONS

Negotiations can be tough, but keeping your wits through pressure and problems can lead to breakthroughs and success. Learn to overcome common errors in negotiating.

Learning Outcomes
- Consider strategies for dealing with difficult negotiating tactics from the other side.
- Examine how to diagnose barriers to agreement.

Course Content
- Match strategies for dealing with difficult negotiating tactics to examples of when they are needed.
- Learn the steps in diagnosing barriers to agreement in a negotiation.

Emotional Intelligence Basics

WHAT IS EMOTIONAL INTELLIGENCE?

Understand the power of emotions and the concept of emotional intelligence. You'll explore emotional intelligence competencies in areas of self-awareness, self-management, empathy, and relationship management.

Learning Outcomes
- Recognize the power of emotions.
- Distinguish between traits associated with IQ and EQ.

Course Content
- Examples of situations where being aware of the role of emotions in everyday life can help you understand situations more clearly.
- Strategies which can be used to improve emotional intelligence competency areas where weaknesses exist.

SELF-AWARENESS AND SELF-MANAGEMENT

Emotional intelligence is the ability to recognize and deal with emotions in a healthy and productive manner. You'll learn how to build your emotional intelligence through appropriate actions and techniques for managing your emotions.

Learning Outcomes
- Focus on the competency areas of self-awareness and self-management.
- Identify and regulate your own emotions through self-awareness techniques, including understanding the value of emotional self-awareness and recognizing typical behavioral and physical expressions of key emotions.
- Explore how to move from self-awareness to self-management and how self-management functions as a component of emotional intelligence.

Course Content
- The value of emotional self-awareness.
- Techniques for building self-awareness.
- How self-management functions as a component of emotional intelligence.
- Managing the emotions demonstrated in a given scenario.

USING EMOTIONAL INTELLIGENCE ON THE JOB

Putting emotional intelligence to work is an emerging trend in the corporate world. Concentrate on using empathy, particularly in confrontation scenarios, and on helping others to develop their own emotional self-awareness and empathy, leading to more positive exchanges on the job.

Learning Outcomes
- Recognize the value of understanding the impact of workplace emotions.
- Apply key emotional intelligence skills in a confrontation scenario.

Course Content
- How to communicate with empathy.
- Questions you can ask others to help them develop self-awareness and empathy.

Fundamentals of Cross-Cultural Communication

CULTURE AND ITS EFFECT ON COMMUNICATION

Effective communication is always a challenge, and when diverse cultures are introduced, good communication can become even more challenging.

Learning Outcomes
- Examine the communication styles for high or low-context situations.
- Develop key guidelines to improve your cross-cultural communication.

Course Content
- Classifying examples of communication styles as being high- or low-context.
- Matching each dimension with the guideline that describes how to improve communication with people who exhibit that dimension.

COMMUNICATING ACROSS CULTURES

You value diversity but don't want to unintentionally offend someone. Observe guidelines and study best practices for speaking and writing across cultures.

Learning Outcomes
- Measure the importance of keeping your audience's cultural expectations in mind when creating presentations.
- Make your presentations effective in a variety of cross-cultural settings.
- Practice communicating effectively through scenarios involving high- and low-context cultures.

Course Content
- Strategies for effective verbal communication in both high- and low-context cultures.
- Guidelines for effective presentations which are reflective of high- and low-context approaches.

IMPROVING COMMUNICATION IN CROSS-CULTURAL RELATIONSHIPS

Take your cross-cultural communication to a more sophisticated level by following some best practices and strategies.

Learning Outcomes
- Sample a structured approach for dealing with cultural differences and making necessary adjustments to your communication style.
- Consider some tips and strategies to build rapport across cultures.
- Recognize behaviors that can hinder cross-cultural communication and consider suitable actions to overcome them.

Course Content
- How to deal effectively with cultural differences to improve cross-cultural communication.
- Tips and communication strategies to build rapport across cultures.

Communicating Effectively With Leaders

PREPARING TO COMMUNICATE EFFECTIVELY WITH LEADERS

Learn to shape and clarify your message and outline the principles you should follow when approaching communications with senior executives.

Learning Outcomes
- Examine important tips to build credibility with the leadership level.
- Consider detailed guidance on how to approach and plan meetings with senior executives in order to ensure you are positioned for success.

Course Content
- What you need to be clear about when preparing to communicate with senior executives.
- The characteristics and drivers of senior executives that affect how you should communicate with them.
- Planning the content of your meetings with senior executives.
- Planning how to conduct a meeting with senior executives.

TECHNIQUES FOR COMMUNICATING EFFECTIVELY WITH SENIOR EXECUTIVES

Understanding how to communicate effectively with senior executives is a valuable skill for any professional. This course provides direction on how to carry out executive-level communications in both formal and informal settings.

Learning Outcomes
- Explore different communications media and how they might be used to convey your message to senior executives.
- Recognize the different reasons why you might communicate with the leadership level.
- Ponder guidance on furnishing reports, making proposals, and requesting additional resources.

Course Content
- General principles for communicating upward.
- Deciding whether relevant guidelines have been followed when using specific platforms to communicate with senior executives.
- How to report or make a proposal to senior executives.
- Making a request to a senior executive.

Basic Presentation Skills

PLANNING A PRESENTATION

Even the most seasoned public speakers can experience nerves before a major presentation. The successful ones, however, have learned how to make those nerves work for them. Learn how to plan effectively for a presentation by carrying out these steps.

Learning Outcomes
- Recognize how to analyze the audience for a presentation.
- Identify the value of knowing the audience for a presentation.

Course Content
- Determining whether the steps in organizing ideas for a presentation have been carried out appropriately in a given scenario.
- Matching common types of presentations with descriptions.

CREATING A PRESENTATION

You'll be heading to the front of the room to present to your bosses and peers. The crucial work is done ahead of time. Make the key parts of a presentation–the introduction, support content, and conclusion–memorable and effective.

Learning Outcomes
- Understand the purposes for which different presentation aids are used, as well as how to use visuals appropriately.
- Grasp how to rehearse a presentation–a key step in building confidence for the real thing.

Course Content
- Determining the effectiveness of different parts of a presentation in a given scenario.
- Selecting the appropriate type of presentation aid to use.

DELIVERING A PRESENTATION

It's show time. Learn to sparkle. Make your delivery successful and memorable.

Learning Outcomes
- Review techniques for managing stage fright–the biggest problem most speakers have.
- Establish the right environment for your presentation by making the right choices about room layout and by preparing the room, including the equipment, lighting, and temperature.
- Use your voice and body language to deliver your message clearly and effectively.
- Plan ahead for audience questions–an area most speakers are also concerned about. How credible the audience finds you can be swayed by how effectively you answer the difficult questions that come up.

Course Content
- The appropriate room setup for a given presentation.
- How to deal with stage fright.
- Evaluating the effectiveness of a presenter's delivery in a given scenario.
- Determining whether a presenter handles a question-and-answer session appropriately in a given scenario.

Professional Networking Basics

FINDING OPPORTUNITIES TO MAKE CONNECTIONS
Knowing the essentials of professional networking is a crucial asset for success in the modern connected business environment. Networking is all about people and making beneficial connections that will help you build a stable and fulfilling career.

Learning Outcomes
· Overcome weak networking skills and the lack of etiquette.
· Build a well-developed professional network to enhance your effectiveness at work.
· Choose the proper venue to develop mingling skills for the real and virtual worlds.

Course Content
· Define the meaning of networking.
· Examples of good networking opportunities.
· Making networking connections.

DEVELOPING CONFIDENCE
Develop networking confidence by exploring the obstacles that deter you from networking. Enhance your presentation and conversation abilities.

Learning Outcomes
· Prepare for effective networking and make a good first impression.
· Develop techniques for conversing with confidence.
· Approach your next networking event, prepared with strategy and confidence.

Course Content
· How to overcome obstacles to networking.
· Ways to prepare for networking.
· How to make a good impression when networking.

Writing Skills for Technical Professionals

PREPARATION AND PLANNING
You are knowledgeable about technology but writing remains a chore. There are steps that all technical writers should follow before putting pen to paper. Explore the steps writers should take when embarking on a new writing project.

Learning Outcomes
· Define the scope of your writing project.
· Determine the objectives.
· Understand the target audience.
· Plan the overall structure of the document.

Course Content
· Recognizing a document's purpose in given examples.
· Analyzing a writing segment to determine the appropriate audience.
· Steps in planning a document.

EFFECTIVE WRITING TECHNIQUES
Once you have planned the structure of a writing project, you need to plan your writing approach based on your target audience. Explore basic writing techniques, page layout and design, and common writing mistakes to avoid.

Learning Outcomes
· Explore the fundamental underlying concepts of instructional, persuasive, and reference writing.
· Enhance page design and layout to improve readability and visual appeal.
· Recognize the appropriate visual aid in given examples.
· Identify common writer pitfalls.

Course Content
· Rectifying common writing mistakes in a given example.
· Guidelines for creating training materials in given scenarios.
· Guidelines to follow when writing to persuade.
· Tips for writing technical reference materials.
· Guidelines for writing instructions and teaching materials.

CUSTOMER SERVICE

CUSTOMER SERVICE SKILLS DEVELOPMENT
· Customer Interactions
· Communication Skills
· Dealing with Irrational Customers and Escalating Complaints
· Building Rapport in Customer Relationships
· Customer Service in the Field
· Customer Service over the Phone
· Internal Customer Service
· Customer Service Confrontation and Conflict
· Defining Customer Service in an Organization
· Conflict, Stress and Time Management

Customer Service Representative Skills Development

CUSTOMER INTERACTIONS

Guide employees through the proper procedures and processes needed to provide effective customer service: how to properly support a customer, how to overcome communication problems, and how to use active listening.

Learning Outcomes
- Recognize the benefits of using effective communication skills.
- Apply common methods to overcome the barriers to effective customer service.
- Consider the benefits of using voice attributes to influence how you are perceived by customers.

Course Content
- Classifying examples of communication as formal or informal.
- Using effective speaking skills.
- Best practices of effective listening and active listening.
- Conditions that could create barriers to active listening in a customer support situation.
- Apply appropriate paraphrasing skills to deal with a customer.

COMMUNICATION SKILLS

Your customer-oriented business depends on effective communication skills. Learn to adapt to the different communication types and identify the common emotions that customers experience when contacting the support center. Explore how to adapt your writing skills to communicate through e-mail and to document incidents.

Learning Outcomes
- Recognize the benefits of ensuring and maintaining customer satisfaction.
- Identify the key concepts associated with understanding call differentiation.
- Identify guidelines for matching a customer's communication style.
- Recognize the benefits of writing effective e-mails and reports of customer-related incidents.

Course Content
- Techniques for satisfying the psychological and business needs of a customer.
- Applying the call-flow process to meet the customer's needs.
- How to relate to the different communication styles.
- Documenting an incident, and best practices for editing incident documentation.
- Using open-ended and closed-ended questions.
- How to adapt to a customer's competency level.

DEALING WITH IRRATIONAL CUSTOMERS AND ESCALATING COMPLAINTS

As a manager, you hear front-line employees talk of the customer who just can't be satisfied. This seminar describes how to properly support an irrational customer, handle emotional and rambling customers, and how and when to escalate customer complaints.

Learning Outcomes
- Identify the advantages of being able to deal effectively with "problem" customers.
- Implement strategies for dealing with the problematic trifecta–abusive, irate or emotional customers.

Course Content
- Handling a rambling customer.
- Steps to disengage from a customer who refuses to disengage.
- Dealing with the escalation of complaints.
- Appropriate approaches for updating a customer.

BUILDING RAPPORT IN CUSTOMER RELATIONSHIPS

You can build rapport with customers by being customer-focused. This includes being able to connect with your customers, being positive, paying close attention to the customer's needs, and understanding their feelings by empathizing with them.

Learning Outcomes
- Build rapport with customers.

Course Content
- Behavioral examples that demonstrate a customer-focused attitude.
- Examples of statements that demonstrate empathy.

CUSTOMER SERVICE IN THE FIELD

This skill-building course takes your customer service proficiency up a notch toward excellent customer assistance.

Learning Outcomes
- Recognize strategies to interact with customers and provide excellent customer service when at their location.

Course Content
- Matching each stage of the on-site customer assistance process with actions that can be carried out during that stage to provide good service.
- Providing excellent customer service in the field in a given scenario.

CUSTOMER SERVICE OVER THE PHONE

Can you hear a smile over the phone? When you're providing customer service over the phone–without the benefits of face-to-face interaction with your customer–it can be challenging to establish the right relationship for excellent service. Learn the basic rules for answering a customer call including greeting the customer and offering your assistance.

Learning Outcomes
- Make a good impression by listening and using questions to probe for more information, using your tone, and being able to empathize and be sincere with the customer.
- Consider ways of reflecting or adapting to your customer's style.

Course Content
- Basic telephone etiquette rules.
- Strategies for providing outstanding telephone customer service.

INTERNAL CUSTOMER SERVICE

Do you know who your customers are? This course explores who internal customers are, the expectations placed on serving internal customers, and how to treat your coworkers as you would your external customers.

Learning Outcomes
- Recognize the importance of identifying your internal customer service relationships.
- Recognize internal customers and internal customer service providers in a given example.

Course Content
- A process to deliver on your internal customers' needs.
- Ways to develop an internal customer service attitude.

CUSTOMER SERVICE CONFRONTATION AND CONFLICT

Explore typical trouble spots in dealing with angry customers, including reasons for customer dissatisfaction and things customer service people should refrain from saying or doing to avoid adding to the customer's frustration.

Learning Outcomes
- Recognize how to defuse angry customers and handle their complaints.

Course Content
- Matching common complaint handling mistakes with methods to avoid them.
- Handling a complaint from an angry customer.

DEFINING CUSTOMER SERVICE IN THE ORGANIZATION

Examine strategies used to shape the direction of customer service in your organization including defining moments of truth, the creation and implementation of quantifiable service standards and methods of evolving your customer strategy to meet the changing needs of your customers.

Learning Outcomes
- Recognize how to manage moments of truth to improve the customer experience.

Course Content
- Examples of effective customer service standards.
- How to implement effective service standards.
- How to stay tuned in to customers' changing needs.

CONFLICT, STRESS AND TIME MANAGEMENT

Each customer wants his/her problem to be the most important issue to the Customer Service Representative. Develop the proper methods needed to resolve conflicts, manage time, and manage stress. Weigh the importance of a positive approach and attitude in bringing customer interactions to a satisfactory conclusion.

Learning Outcomes
- Recognize the benefits of being able to resolve conflicts with customers.
- Identify the signs of potential conflict in a scenario.
- Sample techniques for reducing and eliminating conflict with a customer.

Course Content
- Techniques used to disengage with customers.
- Advantages of implementing time-management and stress-management strategies.
- Symptoms of stress and strategies to reduce it.
- Strategies used to manage time.
- How to differentiate between empathy and sympathy.
- Guidelines for negotiating with customers.
- Using assertiveness strategies with a customer.
- Self-empowerment techniques for building confidence.

LEAN SIX SIGMA AND PROJECT MANAGEMENT

LEAN SIX SIGMA AND PROJECT MANAGEMENT

WHITE BELT CERTIFICATION

YELLOW BELT CERTIFICATION

GREEN BELT CERTIFICATION

BLACK BELT CERTIFICATION

PROJECT MANAGEMENT ESSENTIALS
- Project Management Fundamentals
- Transitioning Into a Project Management Role
- Project Management for
  the Non-Project Manager
- Program Management

Lean Six Sigma is a powerful, flexible, and proven method for eliminating waste and reducing costs. Organizations that have transitioned to a Lean Six Sigma culture have seen a radical improvement in profitability, service levels, productivity, asset utilization, cash flow, inventory levels, changeover times, product designs, quality, cycle times, and product costs. Lean Six Sigma focuses on process improvement, reducing costs, and increasing profits. It is a methodology driven by understanding customer needs, and the disciplined use of data, facts, and statistical analysis to improve and reinvent organizational processes.

Since MCC began its Lean Six Sigma program in 2005, we have provided training to over 70 Rochester area companies. The projects led by our students have saved them a combined total in excess of $24 million.

WHITE BELT CERTIFICATION
Your White Belt program is a 24-hour introduction to Lean Six Sigma fundamentals where you will learn the philosophy, concepts, and basic tools.

Learning Outcomes
- Understand the Lean Six Sigma philosophy.
- Learn about various Lean Six Sigma Improvement Methodologies.
- Recognize when to apply basic Lean Six Sigma tools.

Course Content
- Techniques and tools for quality improvement.
- DMAIC methodology- Define, Measure, Analyze, Improve, and Control.
- Methods and tools used to enhance basic quality skills and their application.

YELLOW BELT CERTIFICATION (INCLUDES WHITE BELT MATERIAL)
Your Yellow Belt program is a 48-hour, mid-level program that transcends the basics and puts the concepts and tools into action.

Learning Outcomes
- Apply tools and techniques to real-world situations, helping your organization achieve maximum savings through your application of the training.
- Learn how to eliminate non value-adding steps and reduce defects and variation, resulting in more efficient processes and better customer service.

Course Content
- Guided application of concepts to an actual work project.
- Evaluation and monitoring during the training period, allowing for effective and immediate knowledge transfer as well as process improvement.

GREEN BELT CERTIFICATION (INCLUDES YELLOW BELT MATERIAL)
Your Green Belt program covers 80 hours of material and will teach you how to implement the features of Lean and Six Sigma to help secure a long-term competitive advantage for your company or organization. Green Belt candidates are selected based on their process knowledge and experience.

Learning Outcomes
- Increase your ability to drive Lean Six Sigma improvement projects.
- Learn how to apply Lean and Six Sigma practices to your work, resulting in a deeper level of learning and immediate payback to your organization.

Course Content
- Interpretation and use of Six Sigma tools and application of standard Lean principles via working through a real improvement project.

BLACK BELT CERTIFICATION (INCLUDES GREEN BELT MATERIAL)
Becoming a Lean Six Sigma Black Belt is an outstanding investment in your personal and professional development. Black Belts are the "doers" in implementing Lean Six Sigma strategies and typically lead and manage all aspects of improvement projects. Coursework covers a total of 160 hours.

Learning Outcomes
- Develop the ability to provide training to your team as needed.
- Gain an understanding of statistical methods used to evaluate processes.

Course Content
- Higher-level tools and methodologies that are required to lead and manage improvement projects, including statistical analysis.
- Application of these tools via working through a larger-scope project.

Project Management Essentials

PROJECT MANAGEMENT FUNDAMENTALS

This comprehensive introductory course will provide you with practical experience in proven project management techniques and a wealth of valuable, flexible tools that you can immediately use. The tools provided will help you manage each stage of the project life cycle.

Learning Outcomes
· You'll learn how to work within organizational and cost constraints, how to set goals that are strategically aligned with the organizational and stakeholder needs, and how to manage your project's triple constraint: time, cost, and deliverables. You'll also learn how to get the most out of your project management team, whether they are a closely knit group assigned full time to the project or a loosely connected collection of individuals who have lots of other responsibilities.

Course Content
· **Overview of Project Management**
   Define "projects"
   Understand why you should formally manage projects
   The project life cycle
   Stakeholder Analysis
   Project management process groups
   Project manager's roles and responsibilities
· **Project Initiation**
   Understanding the role of stakeholders
   Needs assessment
   Creating SMART objectives
   Developing requirements
   Project charters
   Project requirements documents
· **Project Planning**
   Scope planning
   Work Breakdown Structure (WBS)
   Estimating
   Schedule planning–CPM & PERT
   Responsibility Matrix
   Risk planning
   Procurement planning
   Communication planning
· **Project Implementation**
   Baselines
   Developing the project team
   Managing change
   Managing risk
   Performance reporting
   Assessing and monitoring project performance–earned value
· **Project Closeout**
   Scope verification and customer acceptance
   Administrative and contractual closeout

TRANSITIONING INTO A PROJECT MANAGEMENT ROLE

Thrust into a project management role with no formal training or experience? Be prepared to deal with the significant changes in your role. Examine the changes a new project manager may face, including the development of a successful project team.

Learning Outcomes
· Adjust from managing yourself to managing others, from short-term to long-term goals, and from tangible to intangible issues.
· Assess how time and experience help to develop and refine your project management skills.
· Prime yourself for the process of transitioning into a project management role.

Course Content
· The importance of leadership in project management.
· The types of project authority.
· Examples of the criteria for successful project managing.
· The five stages of team development.
· Conducting effective feedback sessions.

OUR CLASSES DRIVE BUSINESS RESULTS.

Since MCC began its Lean Six Sigma program in 2005, we have provided training to over 70 Rochester-area companies, and the projects led by our students have saved them a combined total of over $24 million. Check out our course offerings here or online at www.monroecc.edu/go/LeanSixSigma.

DON'T SEE EXACTLY WHAT YOU ARE LOOKING FOR?

We are happy to tailor our courses to meet the objectives of your organization. Taking a consultative approach, our experts will analyze your needs, identify your most essential training goals, and provide professional guidance on how to customize training to have the greatest impact on workforce productivity.

Our customized training provides clear outcome objectives and a comprehensive evaluation system as well as the flexibility to train at your site, at one of MCC's multiple facilities, or online.

For more information, contact MCC Corporate College at 585.292.3770 or corporatecollege@monroecc.edu.

PROJECT MANAGEMENT FOR THE NON-PROJECT MANAGER

Let's face it–most of us manage projects every day, without the luxury of having either formal project management training or adequate resources.

Learning Outcomes
· Learn the basic concepts of project management, and how to apply them to project regardless of how simple or complex.
· Understand how project management can save you time, money, and help increase your project's chances of success.
· How to benefit from basic project management skills regardless of your role.

Course Content
· Key project management terms.
· Project management processes.
· Estimating and tracking project activity accurately.
· Identifying and aligning the project stakeholders.
· Communication planning.
· Evaluating the project charter.
· Validate project requirements against a SMART criteria.
· Understanding and creating the Work Breakdown Structure (WBS).

PROGRAM MANAGEMENT

When you have multiple projects running at the same time, without any or adequate coordination between them, you're missing an opportunity to maximize your success. Often projects are started and then are left hanging; they are never finished or closed-out. Part of the reason for this is that the interdependencies between projects have not been taken into account. And so as business priorities change, resources are shifted elsewhere. This creates an atmosphere where employees come to expect that you're going to cancel or inadequately fund projects. What you need is program management (the ability to manage a collection of projects as a whole).

Learning Outcomes
· An introduction to the concepts of program management as covered in the Standard for Program Management.

Course Content
· Overview of Program Management.
· Pre-Program Preparations.
· Program Initiation.
· Program Setup.
· Delivery of Program Benefits.

To learn more about how MCC Corporate College can help you train your workforce, call **585.292.3770,** email **corporatecollege@monroecc.edu,** or visit **www.monroecc.edu/go/CorporateCollege.**

INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY

ORACLE DATABASE 11G
• Oracle 11g Administrator
  Certified Associate (OCA)
• Oracle 11g DBA Administrator
  Certified Professional (OCP)

ORACLE JAVA SE 7
• Oracle Certified Associate Java SE 7 (OCA)
• Oracle Certified Professional Java SE 7 (OCP)

MICROSOFT
• Microsoft Certified Technology Specialist/.NET
  Framework 4.0 Applications (MCTS)
• Microsoft Certified Professional
  Developer (MCPD)

CISCO
• Cisco Certified Entry Network
  Technician (CCENT)
• Cisco Certified Network Associate (CCNA)

CompTIA
• CompTIA Network+
• CompTIA A+
• PC/Network Technician Program

CYBER SECURITY
• Certified Information Security
  System Professional (CISSP)
• Certified Ethical Hacker (CEH)

WE ARE ON THE LEADING EDGE OF LEARNING INDUSTRY PRACTICES.

MCC is a member of Global Corporate College, an organization of accredited academic institutions that leverages the best learning industry practices. Lead member colleges are invited to join the Global Corporate College based on reputation and experience in providing employer-sponsored training and education. With MCC, your learning and development is based on best practices from institutions around the globe. Questions? Contact MCC Corporate College at 585.292.3770 or corporatecollege@monroecc.edu.

CompTIA® A+ CERTIFICATION
The CompTIA A+ certification exam was developed in 1993 at the request of the IT industry; major corporations needed a way to validate the skills of entry-level technicians. CompTIA recruited Subject Matter Experts (SMEs) from more than 20 companies to create the standards and objectives of CompTIA A+. Hands-on service technicians used their real-world experience to define the test content, while computer service experts developed the exam questions. A+ certification is the industry standard for computer support technicians. The international, vendor-neutral certification proves competence in areas such as installation, preventative maintenance, networking, security and troubleshooting. CompTIA A+ certified technicians also have excellent customer service and communication skills to work with clients.

Learning Outcomes
• Increase your career options.
• Higher salary; on average, certified professionals make 5-15% than their non-certified peers.
• Proof that you are serious. While not all employers require certification, having the CompTIA logo on your resume says more than enough about how motivated you are as a professional.

Course Content
• The fundamentals of computer technology, installation and configuration of PCs, laptops and related hardware, and basic networking.
• The skills required to install and configure PC operating systems, as well as configuring common features (e.g. network connectivity and email) for mobile operating systems Android and Apple iOS.
• Communication skills and professionalism.

CompTIA® NETWORK+ CERTIFICATION
CompTIA Network+ validates the knowledge and skills of networking professionals. It is an international, vendor-neutral certification that recognizes a technician's ability to describe the features and functions of networking components and to install, configure and troubleshoot basic networking hardware, protocols and services.

Learning Outcomes
• Increase your career options. Certification is a third party validation of your skills, that helps distinguish you from your peers.
• Higher salary; on average, certified professionals make 5-15% than their non-certified peers.
• Proof that you are serious. While not all employers require certification, having the CompTIA logo on your resume says more than enough about how motivated you are as a professional.

Course Content
• Network hardware & software.
• Network connections.
• OSI reference model.
• Protocols used in local area networks (LANs) and wide area networks (WANs).
• Maintenance and troubleshooting.

PC/NETWORK TECHNICIAN
This program prepares individuals for entry-level work as customer service and help desk professionals in the desktop services and applications domain. It is designed to give participants hands-on experience in developing skills in areas such as installing, maintaining, supporting, and troubleshooting hardware components; deploying desktop operating systems and applications; deploying and maintaining networking protocols and topologies; and designing desktop and network security. The program also covers the desktop operating systems of Microsoft Windows XP Professional, Microsoft Windows Vista, and Linux. Participants are also provided information about preparing for CompTIA A+ and Network+ certifications.

Learning Outcomes
• Increase your career options.
• Higher salary; on average, certified professionals make 5-15% than their non-certified peers.
• Proof that you are serious. While not all employers require certification, having the CompTIA logo on your resume says more than enough about how motivated you are as a professional.

Course Content
• The fundamentals of computer technology, installation and configuration of PCs, laptops and related hardware, and basic networking.
• The skills required to install and configure PC operating systems, as well as configuring common features (e.g. network connectivity and email) for mobile operating systems Android and Apple iOS.
• Communication skills and professionalism.
• Network hardware & software.
• Network connections.
• OSI reference model.
• Protocols used in local area networks (LANs) and wide area networks (WANs).
• Maintenance and troubleshooting.

CISCO® CERTIFIED ENTRY NETWORK TECHNICIAN (CCENT)

The Cisco CCENT certification validates the skills required for entry-level network support positions, the starting point for many successful careers in networking. Candidates will gain the knowledge and skill to install, operate and troubleshoot a small enterprise branch network, including basic network security. CCENT certification is the first step (in our program this certification is the first half of the CCNA program) toward achieving Cisco Certified Network Associate (CCNA), which covers medium size enterprise branch networks with more complex connections. The program is based on Cisco course, Interconnecting Cisco Networking Devices Part 1 (ICND1) v2.0.

Learning Outcomes
- Increase your career options.
- Higher salary; on average, certified professionals make 5-15% than their non-certified peers. Cisco's own research indicates that certified professionals often earn as much as 10% more than peers without Cisco credentials working in similar roles.
- Proof that you are serious. While not all employers require certification, having the Cisco logo on your resume says more than enough about how motivated you are as a professional.

Course Content
- Understand network fundamentals and build simple LANs.
- How to establish Internet connectivity.
- How to manage network device security.
- How to expand small- to medium-sized networks with WAN connectivity.
- Understanding IPv6 basics.

CISCO® CERTIFIED NETWORK ASSOCIATE (CCNA)

The Cisco CCNA certification validates the skills required for entry-level network support positions, the starting point for many successful careers in networking. Candidates will gain the knowledge and skill to install, operate and troubleshoot a small enterprise branch network, including basic network security. Based on Cisco's courses, Interconnecting Cisco Networking Devices Part 1 (ICND1) v2.0 and Interconnecting Cisco Networking Devices Part 2 (ICND2) v2.0. Note: To earn the CCNA you must also pass the CCENT exam.

Learning Outcomes
- Increase your career options.
- Higher salary; on average, certified professionals make 5-15% than their non-certified peers. Cisco's own research indicates that certified professionals often earn as much as 10% more than peers without Cisco credentials working in similar roles.
- Proof that you are serious. While not all employers require certification, having the Cisco logo on your resume says more than enough about how motivated you are as a professional.

Course Content
- Implementing scalable medium-sized networks.
- Troubleshooting basic connectivity.
- Implementing EIGRP-based solutions.
- Implementing a scalable multi-area network OSPF-based solution.
- Wide area networks.
- Network device management.
- Learn the ICND2 Superlab.

"TRAINERS SHOW DEEP KNOWLEDGE IN THE SUBJECT MATTER."

- Corporate College student

ORACLE® CERTIFIED ASSOCIATE (OCA) JAVA SE 7

If you have a foundation in Java programming language and proven skill in creating Java technology programs, this certification is for you. Learn the fundamentals of Java SE 7 programming, such as the significance of object-oriented programming and the steps for creating simple Java SE 7 technology programs. You will also learn the core application programming interfaces used to design object-oriented applications with Java SE 7, and gain insight into Java applications that manipulate files, directories and file systems.

Learning Outcomes
- Improve job prospects.
- Expect higher compensation.
- Become a more valuable employee.

Course Content
- Use various Java programming language constructs to create several Java technology applications.
- Use decision and looping constructs and methods to dictate program flow.
- Perform basic error handling for Java technology programs.
- Implement intermediate Java programming and object-oriented (OO) concepts in Java technology programs.
- Demonstrate knowledge of Java technology and the Java programming language.
- Understand basic object-oriented concepts such as inheritance, encapsulation, and abstraction.
- Use and manipulate object references, and write simple error handling code.

ORACLE® CERTIFIED PROFESSIONAL (OCP) JAVA SE 7

Advance your Java SE 7 programming skills and earn OCP designation. The OCP, Java SE 7 Programmer certification is designed for individuals who possess a strong foundation in the Java Programming language as well as proven skill in creating Java technology programs. This certification covers the core application programming interfaces used to design object-oriented applications with Java, as well as insight into Java applications such as those that manipulate files, directories and file systems. It is an advanced certification that builds on all of the competencies incorporated into the OCA Java SE 7 certification, and includes new, advanced skills required of top-performing Java programmers. Oracle Certified Associate, Java SE 7 designation is a pre-requisite for this course.

Learning Outcomes
- Increase your career options.
- Boost the productivity, communication and collaboration of your organization. At the same time, reduce the cost of application ownership through more efficient development and deployment techniques.
- Maintain your edge by staying current with the global standard for developing networked applications.

Course Content
- Create Java technology applications with the latest JDK 7 Technology and the NetBeans Integrated Development Environment (IDE)
- Enhance object-oriented thinking skills using design patterns and best practices.
- Identify good practices in the use of the language to create robust Java applications.
- Manipulate files, directories and file systems.
- Write database applications using standard SQL queries through JDBC.
- Create high-performance, multi-threaded applications.
- Create classes that subclass other classes, extend abstract classes and program with interfaces.
- Properly use exceptions and the Collections framework.
- Develop applications that manipulate files, directories and file systems.

TAKE YOUR IT KNOWLEDGE TO THE NEXT LEVEL.

In addition to our training programs, we offer A.S. and A.A.S. credit programs in Computer Science, Information Technology, and Computer Systems Technology. Our programs are committed to provide the right combination of knowledge and practical hands-on experience that empowers students with the skills necessary to meet evolving demands in the information technology fields. We prepare our students to transfer to four-year institutions and provide them with the skills needed by area employers. For more information contact corporatecollege@monroecc.edu.

NEED ONLINE TRAINING?

We offer the technology to create online or blended training programs for a cost-effective and convenient training solution that allows your employees to learn at their own pace. Give us a call to discuss your company's specific needs. Contact MCC Corporate College at 585.292.3770 or corporatecollege@monroecc.edu.

ORACLE® 11G CERTIFIED ASSOCIATE (OCA) DATABASE ADMINISTRATION

This certification is your first step towards success as an Oracle professional, designed to give you a firm foundation in basic database administration. In this class, you'll learn how to install and maintain an Oracle database and gain a conceptual understanding of the Oracle database architecture and how its components work and interact with one another. You will also learn how to create an operational database and properly manage the various structures in an effective and efficient manner including performance monitoring, database security, user management, and backup/recovery techniques. The course is made up of two modules and will prepare you for the exams necessary to earn the OCA in database administration. All lesson topics are reinforced with structured hands-on practice.

Learning Outcomes
• Ability to perform foundation level Oracle tasks with Oracle 11g.
• Carry the Oracle-approved mark of your skill level
• Help you and your employers improve productivity

Course Content
• The concepts of relational databases.
• Essential SQL skills that will allow you to write queries against single and multiple tables, manipulate data in tables, and create database objects.
• Advanced features of SQL in order to query and manipulate data within the database.
• Use dictionary views to retrieve metadata.
• Create reports about their schema objects.
• How to install and maintain Oracle Database 11g.
• Conceptual understanding of the Oracle database architecture and how its components work and interact with one another.
• How to create an operational database and properly manage the various structures in an effective and efficient manner including performance monitoring, database security, user management, and backup/recovery techniques.

ORACLE® 11G CERTIFIED PROFESSIONAL (OCP) DATABASE ADMINISTRATION

When you are ready to advance your Oracle 11g database expertise then it's time to take the next step toward becoming an Oracle 11g Administrator Certified Professional (OCP). This credential demonstrates that as a database professional, you have the skills to set up and manage critical Oracle Database 11g functions and the know-how to keep it running at maximum efficiency. Acquiring an OCP credential is a real professional accomplishment. All lesson topics are reinforced with structured hands-on practice.

Learning Outcomes
• Prove ability to perform foundation level Oracle tasks with Oracle 11g.
• Carry the Oracle-approved mark of your skill level.
• Proof to employers, peers and the technical community that you are a skilled professional and have taken a critical step in building your career.
• Help your employers accelerate adoption of technology solutions and maximize ROI

Course Content
• The concepts of relational databases.
• Essential SQL skills that will allow you to write queries against single and multiple tables, manipulate data in tables, and create database objects.
• Advanced features of SQL in order to query and manipulate data within the database.
• Use dictionary views to retrieve metadata.
• Create reports about their schema objects.
• How to install and maintain Oracle Database 11g.
• Conceptual understanding of the Oracle database architecture and how its components work and interact with one another.
• How to create an operational database and properly manage the various structures in an effective and efficient manner including performance monitoring, database security, user management, and backup/recovery techniques.

MICROSOFT® CERTIFIED TECHNOLOGY SPECIALIST (MCTS) .NET FRAMEWORK 4.0

As a Microsoft Certified Technology Specialist in .NET framework 4.0 applications, you will be able to build, implement, troubleshoot and debug Microsoft technology. This will enable you to build a career in web, Windows, enterprise software or database development and systems administration. This course consists of three modules.

Learning Outcomes
• Earning a Microsoft Certification validates your proven experience and knowledge in using Microsoft products and solutions.
• Microsoft Certifications help you utilize evolving technologies, fine-tune your troubleshooting skills, and improve your job satisfaction.
• Whether you are new to technology, changing jobs, or a seasoned IT professional, becoming certified demonstrates to customers, peers, and employers that you are committed to advancing your skills and taking on greater challenges.
• In addition, certification provides you with access to exclusive Microsoft Certified Professional (MCP) resources and benefits, including opportunities to connect with a vast, global network of MCPs.

Course Content
• Learn to develop advanced ASP.NET MVC and Web Forms applications using .NET Framework 4.0 tools and technologies. The focus will be on coding activities that enhance the performance and scalability of the Web site application.
• Introduction to ASP.NET MVC in comparison with Web Forms to demonstrate when each should/could be used.
• Learn to develop distributed applications using WCF 4 and Microsoft Visual Studio 2010.
• Learn to optimize designs and develop better performing data access code by using the ADO.NET Entity Framework, LINQ, WCF Data Services, the Sync Framework, and ADO.NET.

MICROSOFT® CERTIFIED PROFESSIONAL DEVELOPER (MCPD) .NET FRAMEWORK 4.0

To complete this program, developers must first complete the Microsoft Certified Technology Specialist .NET Framework 4.0 Web Applications program. Participants generally have demonstrated breadth and depth of skills and knowledge of Web application technology and data access in Web applications. This certification validates a comprehensive set of skills that are necessary to deploy, build, optimize, and operate Web Based applications successfully by using Microsoft Visual Studio and the Microsoft .NET Framework. For those who've earned their MCTS, to earn the MCPD you must pass one additional exam.

Learning Outcomes
• Earning a Microsoft Certification validates your proven experience and knowledge in using Microsoft products and solutions.
• Microsoft Certifications help you utilize evolving technologies, fine-tune your troubleshooting skills, and improve your job satisfaction.
• Whether you are new to technology, changing jobs, or a seasoned IT professional, becoming certified demonstrates to customers, peers, and employers that you are committed to advancing your skills and taking on greater challenges.
• In addition, certification provides you with access to exclusive Microsoft Certified Professional (MCP) resources and benefits, including opportunities to connect with a vast, global network of MCPs.

Course Content
• Designing and implementing controls.
• Designing the presentation and layout of an application.
• Accessing data and services.
• Establishing ASP.NET solution structure.
• Leveraging and extending ASP.NET architecture.
• Applying security principles.

WE ARE HERE TO HELP.

Our experts will analyze your needs, identify your most essential training goals, and provide professional guidance on how to customize training to have the greatest impact on workforce productivity. We have the flexibility to train at your site, at one of MCC's multiple facilities, or online. Give us a call to discuss your company's specific needs. Contact MCC Corporate College at 585.292.3770 or corporatecollege@monroecc.edu.

CERTIFIED INFORMATION SYSTEMS SECURITY PROFESSIONAL (CISSP)

Certified Information Systems Security Professional (CISSP) Certification was designed to recognize mastery of an international standard for information security and understanding of a Common Body of Knowledge (CBK). The certification is managed by the International Information Systems Security Certification Consortium (ISC)² to recognize individuals who have distinguished themselves as experienced, knowledgeable, and proficient information security practitioners. Certification can enhance a professional's career and provide added credibility. CISSP is an approved certification for certain job classifications identified within DoD Directive 8570.

Learning Outcomes
- Demonstrate a working knowledge of information security.
- Offer a career differentiator, with enhanced credibility and marketability.
- CISSP's earn a worldwide average of nearly 30% more than their non-certified counterparts, according to the Global Information Security Workforce Study.
- Fulfills government and organization requirements for information security certification mandates.

Course Content
The course is specifically designed to maximize the prospect of passing the rigorous examination. The program will cover the ten CISSP domains:

- Access Control
- Application Security
- Business Continuity and Disaster Recovery Planning
- Cryptography
- Information Security and Risk Management
- Legal, Regulations, Compliance and Investigations
- Operations Security
- Physical (Environmental) Security
- Security Architecture and Design
- Telecommunications and Network Security

Coverage includes all relevant exam topics, prioritization of areas where study should be focused, test taking strategies, and practice exam questions.

CERTIFIED ETHICAL HACKING (CEH)

This class will immerse you into an interactive environment where you'll be shown how to scan, test, hack and secure your own systems. The class is a hands-on, lab intensive environment that provides in-depth knowledge and practical experience with current essential security systems. You will begin by understanding how perimeter defenses work and then be lead into scanning and attacking your own networks, no real network is harmed. You will learn how intruders escalate privileges and what steps can be taken to secure a system. Other topics include: Intrusion Detection, Policy Creation, Social Engineering, DDoS Attacks, Buffer Overflows and Virus Creation. This course will prepare you for the EC-Council Certified Ethical Hacker exam 312-50.

Learning Outcomes
- Learn the "hacker" mindset.
- Offers a career differentiator, with enhanced credibility and marketability.
- Fulfills government and organization requirements for information security certification mandates.

Course Content
- How to conduct ethical hacking.
- Exposure to an entirely different way of achieving optimal information security posture in your organization; by hacking it!
- Scan, test, hack and secure your own systems.
- Ethical hacking methodology used in penetration testing or ethical hacking situations, including the latest operating systems, such as Android OS, Windows 8, Windows Server 2012, BlackBerry 7 OS and many more.

SALES TRAINING

SALES FOUNDATIONS
- Introduction to Sales
- Strategic Sales Planning
- Preparing for Successful Sales
- Rapport Building
- Working Within the Sales Culture of Your Organization
- Developing a Customer-Focused Sales Approach

SALES NEGOTIATION
- Preparing to Negotiate
- Value Selling
- Reaching Agreement

CONSULTATIVE SELLING
- Mastering the Solution Sales Approach
- Meeting an Active Need
- Creating New Opportunities

ESSENTIAL SELLING SKILLS
- Mastering Cold Calling
- Qualifying Leads and Prospects
- Persuasion and Closing the Sale

BE RESPONSE-READY.

Our Homeland Security Management Institute strives to ensure that all public and private employees and officials are prepared to prevent, respond to, and manage the impact and consequences of any incident stemming from a terrorist/criminal attack or other manmade catastrophic emergency. Contact us at corporatecollege@monroecc.edu to learn more.

Sales Foundations

INTRODUCTION TO SALES

Sales is arguably the most important function in any business, yet it's one of the most difficult areas to master and manage successfully. Examine the important role that the sales function plays and describe how marketing and sales relate to each other.

Learning Outcomes
- Distinguish between the roles and responsibilities of the Sales Department, what makes for effective sales, and the trends affecting sales.
- Gather insight into the importance of the sales cycle and how it affects sales planning and business development.

Course Content
- Key competencies and how they contribute to success in sales.
- Effects sales trends have had on the buyer-seller relationship.
- Differences between organizational and consumer buying.
- Advantages of understanding consumer buying behavior.

STRATEGIC SALES PLANNING

Who are your target customers? What value propositions are you offering them and why? How do you plan effectively in order to maximize revenues and develop strong customer relationships? The use of strategic sales planning is one way to answer these important questions. Defining and developing an effective sales strategy is an essential part of any sales function and has a significant impact on the success or failure of sales initiatives.

Learning Outcomes
- Explore the importance of strategic sales planning, including the benefits associated with developing sales strategies.
- Gather insight into approaches and develop sales strategies.
- Examine the key steps in strategy development such as competitor analysis, segmentation, value proposition development, and sales process development.

Course Content
- Determining whether the steps in analyzing the competition, writing a value proposition and developing a sales strategy have been carried out appropriately.
- The importance of value propositions.
- Examples of the steps in the sales process.

PREPARING FOR SUCCESSFUL SALES

Selling can be a demanding, even daunting task. How do you develop a persuasive sales pitch? What makes for an effective sales presentation? What do you do when customers raise objections during a sales pitch? How do you close a sale? Gain insight and find answers to these questions.

Learning Outcomes
- Learn to prepare for and deliver effective sales presentations that will resonate with your target audience.
- Study techniques for negotiating during a sale, handling objections, and successfully closing a sale.

Course Content
- Types of information that should be included in a sales presentation.
- Guidelines for delivering a sales presentation.
- How to prepare to negotiate.
- How to effectively handle situations that may surface during a sales negotiation.
- Countering common objections to a sales pitch with an appropriate response.
- Effective techniques for closing a sale.

RAPPORT BUILDING

Sustained sales success depends on understanding your customers' needs and nurturing the relationship. Building customer relationships is not a simple task. This course provides insight into how you can better understand your customers, build credibility, and position yourself for long-term success by building lasting and valuable business relationships.

Learning Outcomes
- Boost communication skills and develop knowledge on how customers operate, their strategic direction, and how you can help them get there.
- Build credibility in sales meetings.

Course Content
- Types of customers.
- Customer values.
- Guidelines for communicating effectively in a sales meeting.
- Effective techniques for establishing credibility.

WORKING WITHIN THE SALES CULTURE OF YOUR ORGANIZATION

How is your sales team organized? Do you know the goals, principles, and culture that drive your sales efforts? Embark on an introductory examination of sales cultures and their importance in today's competitive marketplace.

Learning Outcomes
- Examine the role of the salesperson in a winning sales culture, the attributes of an outstanding salesperson, and how to excel in virtually any sales culture.
- Consider sales management styles.
- Weigh advice on how to avoid some common sales mistakes.

Course Content
- Determining the sales culture of an organization.
- Examples of winning sales people.
- Ways to develop personal accountability as a sales person.
- Matching common sales mistakes with ways to avoid them.
- Pairing sales management styles with ways to work with each type.

DEVELOPING A CUSTOMER-FOCUSED SALES APPROACH

Avoid the trap of basing your sales approaches on your products and services. Place the customer at the center of the equation to generate better results. This course provides invaluable insight into how to better understand your customer's real needs and outlines the benefits and potential barriers to implementing customer-focused sales approaches. The course also examines the impact of technology and its role in supporting and enhancing customer-focused sales by helping to develop and sustain long-term, mutually beneficial customer relationships.

Learning Outcomes
- Decide if your products and services, duration and scope of sales cycle, and other internal considerations effectively meet the needs of customers.
- Consider advantages and barriers to implementing customer-focused sales approaches.
- Examine the impact of technology and its role in supporting and enhancing customer-focused sales by helping to develop and sustain long-term, mutually beneficial customer relationships.
- Apply a customer-focused sales approach.

Course Content
- Defining the term customer-focused selling.
- Barriers to customer-focused selling.
- Appropriate use of the principles of customer-focused selling.
- How CRM (Customer Relationship Management) supports customer-focused sales.

Sales Negotiations

PREPARING TO NEGOTIATE

Take direction on how to use a strategic negotiation process to strike effective, long-lasting, and profitable sales agreements with your customers.

Learning Outcomes
- Focus on the preparation stage of the process: setting clear objectives, prioritizing your concessions, and preparing thoroughly before you initiate negotiations.
- Conduct research in order to anticipate the customer's needs and potential objectives so you can position yourself for success during the negotiation process.

Course Content
- Matching stages of the sales negotiation process with corresponding activities.
- Setting objectives for an upcoming sales meeting.
- Sales agreement terms that contain value.
- How to handle potential disagreements in preparation for a sales meeting.

VALUE SELLING

Negotiating concessions and exchanging value are crucial to sales negotiations. But when is the best time to make concessions? And how do you make concessions?

Learning Outcomes
- Learn to maximize the value of your proposal to the other side and maintain a position of power.
- Consider detailed instruction on how to use concessions to achieve agreement during a sales negotiation.
- Recognize guidelines on when to stand your ground and when to give ground.
- Practice your negotiation skills in a realistic simulation.

Course Content
- Examples of appropriate concessions to make during a sales negotiation.
- Examples of appropriate timing for offering concessions.
- Value exchange strategies during a sales negotiation.

REACHING AGREEMENT

There are always barriers to agreement. You'll examine deadlock situations, a customer who doesn't trust you, and negotiation tactics designed to force your price down.

Learning Outcomes
- Review strategies for overcoming negotiating barriers.
- Practice strategies in a realistic simulation.

Course Content
- Strategies for instilling trust in a customer during a sales negotiation.
- Overcoming interpersonal barriers during a sales negotiation.
- Avoiding deadlock during a sales negotiation.

Consultative Selling

MASTERING THE SOLUTION SALES APPROACH

Solution selling is a consultative process where the sales professional becomes an invaluable resource to the customer. It's a method of addressing the entire customer's immediate or future needs–whether those needs are expressed or unexpressed. Grasp the fundamentals of solution selling.

Learning Outcomes
- Examine the importance of solution selling, its core principles, and how the process works.
- Become a more nimble, solution-centric sales professional.

Course Content
- Determining when to use solution selling rather than transactional selling in a sales situation.
- Advantages and principles of solution selling as a sales strategy.
- Characteristics of a problem-focused discussion.
- Decide which solution selling tactics to use with a given customer.

MEETING AN ACTIVE NEED

One of the more difficult aspects of solution selling is managing active sales opportunities. Focus on first qualifying opportunities to determine whether they're actually worth pursuing, and then diagnosing the customer's problem to determine the best solution.

Learning Outcomes
- Consider the best competitive strategy to take when the customer has been talking to other salespeople.
- Practice an effective technique for leading customers to accept your solutions to their problems.

Course Content
- Whether the customer qualifies for solution selling.
- Choosing the appropriate competitive strategy given a sales situation.
- Identifying competitive sales strategies.
- Examples of questions to ask when diagnosing a customer's problem.

CREATING NEW OPPORTUNITIES

Prospecting for new customers and making initial sales calls is a big part of a sales job. Learn how to approach sales opportunities when the customer's need is unexpressed or unclear.

Learning Outcomes
- Research a customer's business, identify potential problems, and guide the customer through an exploration of the problem and solution.
- Examine skills needed to carry out planning and research, diagnosing a customer's need, and enticing customers to acknowledge and speak openly about their business problems.
- Understand basic calculations used to ensure your solutions are financially beneficial to both you and your customers.

Course Content
- Appropriate research and planning activities.
- Evaluating a salesperson's initial message to a prospect.
- Questioning to diagnose a given customer's needs.
- Calculating the value of the solution to determine its viability.
- An investment formula to determine the optimal solution.

Essential Selling Skills

MASTERING COLD CALLING

Cold calling is a fundamental part of sales. It's also one of the most difficult skills to master. How do you get past the gatekeepers and ensure you reach the right people? What should you say when you do? How can you counter objections? Develop a strategic approach to cold calling.

Learning Outcomes
- Learn to time your calls effectively and how to handle gatekeepers.
- Develop succinct and persuasive messaging to help ensure successful calls.
- Overcome some of the most challenging objections and how secure appointments.

Course Content
- Assessing the effectiveness of a cold-calling script.
- When not to call a prospect.
- Dealing with gatekeepers and cold-calling objections.

MCC CORPORATE COLLEGE GIVES YOU ACCESS TO NATIONAL AND INTERNATIONAL TRAINING.

With MCC, you have access to top-of-the-line sales and professional training through our membership in Global Corporate College, an organization of accredited academic institutions that leverages the best learning industry practices. This membership provides access to Ciena certification classes as well as GDA sales classes. Questions? Contact MCC Corporate College at 585.292.3770 or corporatecollege@monroecc.edu.

QUALIFYING LEADS AND PROSPECTS

Every salesperson must qualify sales prospects or leads. Learn how to plan for such a meeting, as well as how to conduct that meeting effectively by asking questions in a way that gets you the information you need.

Learning Outcomes
- Develop a qualified lead into a sales opportunity.
- Apply the information you gathered in the qualification meeting to propose a relevant and effective solution for the prospect.

Course Content
- Steps to plan for a qualifying meeting.
- Deciding whether the guidelines for conducting a qualification meeting have been followed appropriately.

PERSUASION AND CLOSING THE SALE

Like a good relief pitcher, you must be a closer, a seller who slams the door on doubt. Learn how to leverage your value proposition in the final stages of the sales process.

Learning Outcomes
- Present your value proposition in the most effective way possible.
- Time your closing.
- Examine how objections function within the closing process.
- Analyze how to overcome objections to the sale.
- Explore the merits of following up after a sale.

Course Content
- Signs that your prospect is ready to close.
- Key strategies for closing a sale.

HEALTH CARE

HEALTH CARE

HEALTH CARE PATIENT & CUSTOMER SERVICE
• The Community Interpreter
• Creating a Patient Care Culture
• Patient Care Safety and Goals Best Practices
• Patient Safety Handoffs
• Disruptive Clinical Behavior: Undermining
  a Culture of Safety
• Customer Service in Exceptional Cases
• Special Concerns When Interacting with Patients

HEALTH CARE ADMINISTRATIVE TRAINING
• Revenue Cycle Management
• Improving Emergency Management, Security
  and Incident Command Systems
• Measuring Health Care Performance
• Ethics and Ethical Behavior in Health Care

**HEALTH CARE PROCESS
IMPROVEMENT TRAINING**
• Rapid Cycle Improvement: Controlling Change
• Fundamentals of Health Workflow Process
  Analysis and Redesign
• Root Cause Analysis for Health Care

**HEALTH CARE LEGAL
AND REGULATORY TRAINING**
• Health Insurance Portability
  and Accountability Act
• NYS Certificate of Need

**IMPROVING HEALTH CARE
BUSINESS PERFORMANCE**
• Five Star Customer Service in Health Care
• Effective Communication
  in the Health Care Setting
• Revitalizing Your Health Care Team

HELP YOUR EMPLOYEES EARN COLLEGE CREDIT BY OFFERING PROFESSIONAL DEVELOPMENT THROUGH MCC.

Through MCC Corporate College's contract credit program, employees can earn college credit for taking
a professional development course. An MCC professor will teach a minimum of fifteen employees at either
their own site or at an MCC facility. To find out more, contact MCC Corporate College at 585.292.3770 or
corporatecollege@monroecc.edu.

To learn more about how MCC Corporate College can help you train your workforce, call **585.292.3770,**
email **corporatecollege@monroecc.edu,** or visit **www.monroecc.edu/go/CorporateCollege.**

The following course descriptions outline offerings of MCC Corporate College. Each description briefly
highlights course content and learning objectives. Sessions may range from two- or four-hour workshops
to full-day or multi-day training events and can be combined with other course descriptions for sessions
or programs.

This training is designed for health care professionals who interact directly with patients and their
families. The skills developed are intermediate in nature.

Health Care Patient Safety & Customer Service

THE COMMUNITY INTERPRETER
This is a nationally recognized 40-hour certificate program
in health care, education and human & social services
interpreting. The program is based on the International
Medical Interpreters Association (IMIA) and the National
Council on Interpreting in health care (NCIHC) and
addresses in detail the process of National Certification for
Medical Interpreters. The class covers ethics and conduct,
basic interpreting skills and message conversion,
medical terminology from Greek and Latin roots to the
main human body systems, modes and modalities of
interpreting, steps for sight translation, intervention
strategies, cultural mediation, culture-bound syndromes,
culture and physician-patient relationship, interpreting in
mental and behavioral health settings, clinical insight in
medical interpreting and memory skills development. In
addition, it provides an overview of the U.S. health care
system, language access laws, enhanced Culturally and
Linguistically Appropriate Services (CLAS) standards and
the new patient-centered Standards by the Joint
Commission, and the Affordable Care Act with regard
to the Patient Navigation & Health Insurance Exchanges.
Role play, mini-scenarios and group exercises provide
hands-on experience for skills development. Video
segments offer demonstrations of the "right and wrong"
ways to interpret.

Learning Outcomes
• Describe and demonstrate adherence to the
  Standards of Practice and Code of Ethics
  of the International Medical Interpreters Association
  (IMIA), and the National Council on Interpreting
  in Health Care (NCIHC).
• Explain and apply each of the four main roles of the
  medical interpreter: conduit, message clarifier, cultural
  broker, and patient advocate.
• Acquire and use essential medical terminology and
  vocabulary in English and the target language.
• Function effectively in the triadic encounter across
  multiple settings.
• Function effectively as an integral member of the health
  care team.

Course Content
• The medical interpreter profession.
• Interpreting skills.
• Cross-cultural communication.
• Medical terminology.
• The United States health care system.

CREATING A PATIENT CARE CULTURE
You'll be able to describe a pathway for achieving a culture
of patient safety in any health care organization. This
course addresses learning related to Joint Commission
Sentinel Alert 40 and 43 and Leadership Standards.

Learning Outcomes
• Understand and be able to apply your knowledge
  to create a culture of patient safety in your organization.

Course Content
• Definition of patient safety.
• Components of a safety culture.
• Definition of customer culture.
• Just culture principles.
• Key features of a culture of safety AHRQ.
• Measuring a culture of safety.
• Patient safety culture survey.
• Ten dimensions of safety.
• Patient safety outcomes QuIC.
• The "STEEEP" framework outlined by
  the Institute of Medicine.
• The AHRQ Five Steps to Safer Health Care.

PATIENT SAFETY GOALS AND BEST PRACTICES

Participants will understand the prevailing common safety issues in any health care environment plus important key indicators and preventative measures in ensuring the expectations for the highest quality patient safety.

Learning Outcomes
· Understand patient characteristics related to their safety and the safe clinical environment.
· Recognize common errors and the causes.
· Establish measurable safety goals and ways to track and monitor safety goals.

Course Content
· Types of health care environments
· Causes of error
· Preventing patients from falling
· Setting patient safety goals
· Tracking performance against goals
· 2012 National Patient Safety Goals
· Patient safety concerns
    - Identifying patients, clients or residents correctly
    - Improving staff communication
    - Using medicines safely
    - Infection prevention
    - Preventing mistakes during surgery
    - Identifying patient safety risks such as falling, bed sores, suicide, and oxygen usage

PATIENT SAFE HANDOFFS

Participants will learn how to successfully transition patient care between one caregiver to another (handoffs) in all health care organizations and settings.

Learning Outcomes
· Demonstrate ability to successfully transition patient care between caregivers.

Course Content
· Reasons why handoffs are a problem.
· Joint Commission 2008 Hospital Patient Safety Goals Implementation Expectations for Handoffs.
· Strategies to improve handoff communication.
· Where handoffs occur.
· Evidence-based practice implications.

DISRUPTIVE CLINICIAN BEHAVIOR: UNDERMINING A CULTURE OF SAFETY

To assure quality and to promote a culture of safety, participants will learn how to address the problem of behaviors that threaten the performance of a health care team. This course addresses learning related to Joint Commission Sentinel Alert 40 and Leadership Standards.

Learning Outcomes
· How to identify disruptive behaviors and determine the root cause.
· Understand and apply appropriate process to address disruptive behaviors.
· Be able to develop preventative measures and improve relationships.

Course Content
· Definition of disruptive clinician behavior.
· The Joint Commission Sentinel Alert 40.
· Types of disruptive actions.
· Root causes and contributing factors.
· Impact of disruptive actions
    - Organization
    - Team
    - Patients and patient safety
· Preventative measures to improve relationships.
· Organizational process for addressing such behaviors.
    Actions taken before disruptive behavior occurs.
    Actions taken during disruptive behavior.
    Actions taken after disruptive behavior.

CUSTOMER SERVICE IN EXCEPTIONAL CASES

Participants will be able to communicate in a variety of difficult circumstances clearly and unambiguously to patients and their families.

Learning Outcomes
· To understand how and when to apply a variety of tips and techniques for communicating with patients in exceptional cases.

Course Content
· Emergency situations.
· Deaf and hard-of-hearing patients.
· Developmentally disabled patients.
· English as a Second Language or Non-English Speaking patients.
· Hospice and other stressful situations.

SPECIAL CONCERNS WHEN INTERACTING WITH PATIENTS

Participants will be able to communicate in difficult circumstances in an effective, emphatic manner.

Learning Outcomes
· Communicate effectively with patients.

Course Content
· Effective communication.
· Being emphatic.
· Dealing with difficult patients.
· HIPAA concerns.
· Hospice and other stressful situations.
· Communicating in stressful situations.

Health Care Administration Training

This training is designed for managers of health care organizations and systems. The skills developed are intermediate in nature.

REVENUE CYCLE MANAGEMENT

You'll be able to improve the administrative and clinical functions that contribute to the capture, management and collection of patient service revenue. (Course lasts 8 hours.)

Learning Outcomes
· Improve administrative and clinical functions to promote improved management of patient service revenue.

Course Content
· Definitions of the revenue cycle.
· Major processes within the revenue cycle.
· Importance of revenue cycle.
· Role and impact on revenue cycle:
    - HIM
    - Case Management
    - IT Systems
· Revenue cycle performance indicators.
· Medicare cost report indicators.
· Setting standards for performance.
· Data analysis
    - Identify patterns and trends
    - Identify revenue improvement opportunities
    - Common reasons for lost reimbursement

IMPROVING EMERGENCY MANAGEMENT, SECURITY AND INCIDENT COMMAND SYSTEMS

Participants will be able to implement practical improvements to their emergency management capabilities. (Course lasts 8 hours.)

Learning Outcomes
· Gain practical knowledge to improve emergency management plans.

Course Content
· Emergency management best practices.
· Emergency management standards compliance including the HEICS system.
· EC standard requirements positive impact on your emergency management response.
· Security system improvements to enhance your emergency response plan.
· JCAHO Emergency Management Section.
· Review of the hospital emergency incident command system.
· Strategies for effectively organizing documents.
· Sample management plan template.

MEASURING HEALTH CARE SYSTEM PERFORMANCE

Participants will be able to calculate metrics needed to monitor and track performance within the health care system. (Course lasts 8 hours.)

Learning Outcomes
· Demonstrate ability to calculate metrics and track performance.

Course Content
· Define the characteristics of good metrics.
· General and specific metrics
    - Birth and mortality rates
    - Predisposing and enabling factors
    - Data ratios, proportions, and rates
    - Demographic data
    - Population measures of inpatient use
    - Institutional measures of use
    - Outpatient measures of use
    - Market share
    - Specific market share
    - Case mix
· Metric-based performance management.
· Closed-loop management.

ETHICS AND ETHICAL BEHAVIOR IN HEALTH CARE
Participants will be able to define ways to influence and sustain ethical behavior within their organizations. (Course lasts 4 hours).

Learning Outcomes
- A clear understanding of methods of influencing and sustaining ethical behavior.

Course Content
- Definition of ethics.
- Importance of ethics and ethical behavior.
- Norms of ethical behavior.
- Consequences of unethical behavior.
- Components of an effective code of ethics.
- Identification of personal values that influence decision making.
- Steps of ethical decision making.
- Risk assessment and mitigation.
- Case studies of behavior–ethical and unethical.
- Legal ramifications of unethical behavior.

Health Care Process Improvement Training

This training is designed for health care professional that are charged with process improvement. The skills developed are intermediate in nature.

RAPID CYCLE IMPROVEMENT: CONTROLLING CHANGE
Participants will be able to facilitate and participate in a health care rapid cycle improvement event.

Learning Outcomes
- Conduct a rapid cycle improvement event in a health care setting.

Course Content
- What is rapid cycle?
- What does it take to be successful?
- Data and project testing.
- Rapid cycle team process.
- Tools and tips.
- Challenges associated with rapid cycle.

FUNDAMENTALS OF HEALTH WORKFLOW PROCESS ANALYSIS AND REDESIGN
Participants will be able to map out health care workflows, redesign them and implement the proposed changes. (Course lasts 8 hours.)

Learning Outcomes
- Understand the process for mapping workflows.
- Apply knowledge to create an actual plan for optimal clinical workflow.

Course Content
- Clinical practice and health care as a system.
- Workflow process map for health care facility.
- Decision-making necessary for optimizing health care processes.
- Critically analyzing workflows in a clinical setting, taking into account potential gaps, areas of redundancy, delays, manual work, work volume, task time and elapsed time.
- Create a plan for optimal clinical workflow within a health care system that integrates information technology.
- Quality improvement methods and tools that can be applied in order to improve workflow processes in a health care setting.
- Develop an implementation and evaluation plan for a process change.

ROOT CAUSE ANALYSIS FOR HEALTH CARE
Participants will be able to efficiently and effectively facilitate and participate in a thorough and fact-driven RCA (Root Cause Analysis).

Learning Outcomes
- To effectively facilitate and participate in a Root Cause Analysis.

Course Content
- Root Cause Analysis approach.
- Personnel selection for RCA.
- Fact-finding techniques.
- Investigative strategies.
- Data collection and analysis techniques
  - 5 whys
  - Pareto analysis
  - Current reality trees
  - Fishbone diagrams
- Ethical and legal responsibilities.
- Presenting recommendations.
- Developing procedures to mitigate future risks.

Health Care Legal and Regulatory Training

This training is designed for health care professionals that must comply with specific legal and regulatory requirements. The skills developed are basic in nature.

HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT
Participants will be able to have a general knowledge of HIPAA regulations and compliance.

Learning Outcomes
- To possess a general knowledge of HIPAA regulations and compliance.

Course Content
- Understanding privacy and security rules.
- Patient Safety and Quality Improvement Act of 2005.
- Data disclosure.
- Information disclosures to various parties.
- HIPAA enforcement process.
- Personal health information control.
- The do's and don'ts.

NYS CERTIFICATE OF NEED (CON)
Participants will be able to understand the process for writing a CON Certificate for submission to the NYS Department of Health. (Course lasts 8 hours.)

Learning Outcomes
- An understanding of how to write a CON Certificate for submission to the NYS Department of Health.

Course Content
- New York's Certificate of Need (CON) process governs establishment, construction, renovation and major medical equipment acquisitions of health care facilities, such as hospitals, nursing homes, home care agencies, and diagnostic and treatment centers.
  - CON terminology.
  - Determining if a CON submission is required.
  - Understanding the CON process.
  - Types of reviews.
  - Need review criteria.
- Electronic submissions.

Improving Health Care Business Performance

FIVE STAR CUSTOMER SERVICE IN HEALTH CARE
Imagine health care entities exhibiting the attributes of a five-star restaurant? Many of the challenges are similar–telephone etiquette, accuracy with appointment scheduling, managing wait times, effective communication, order accuracy–receiving the clinical care they expected, managing expectations, and overall satisfaction.

Learning Outcomes
- This course offers health care employees the opportunity to develop and enhance skills necessary in today's client-centric world.

Course Content
- Understand the current expectations of patients.
- Learn strategies that support staff in providing exceptional service to patients and the power of the "Platinum Rule."
- Understand the concept of "Perception is Reality."
- Identify and understand the importance of Trust Points.
- Understand the responsibility of each health care team member in meeting the expectations of patients.
- Understand the commodity of "time" and the danger of wait times.
- Understand the power of language; verbal and non-verbal.
- Learn ways to diffuse anger through active listening and effective communication techniques.

EFFECTIVE COMMUNICATION IN THE HEALTH CARE SETTING

It is often not what we say, but how we say it. Understanding the power of our body language, vocal tone and intonation is imperative.

Learning Outcomes
- Health care providers in this course learn the importance of not only listening–but hearing what is being said. Gain increased knowledge and tips on how to be more effective in your own communications in the work setting.

Course Content
- Understand the importance of effective communication.
- Understand our role and responsibility regarding effective communication.
- Understand the components of a message.
- Verbal and non-verbal communication
    Active listening
    Influencing
    Body language
- Learn ways to diffuse anger through active listening and effective communication techniques.

REVITALIZING YOUR HEALTH CARE TEAM

Is your team getting the results it has set out to achieve? Does your team make decisions quickly and efficiently? Is your team effective–with all team members supporting decisions, taking responsibility for action items and meeting deadlines? Often times team members will describe meetings as boring and inefficient. They will describe decisions that are never made– or are left hanging in the air. Agenda items continue to appear over and over again. Action items may be overlooked and deadlines are not met. Accountability suffers, as does the moral of the team. If you can identify with any of these issues, learn how to identify possible dysfunctions and strategies to implement to turn your health care team around.

Learning Outcomes
- Learn how to identify possible dysfunctions within your team.
- How to implement strategies that will support your team in functioning at a higher level.

Course Content
- Learn how to identify if your team is stagnant.
- Learn about team dynamics and our individual behaviors that support, or undermine, team performance and effectiveness.
- Understand what factors exist in a successful team.
- Determine if dysfunction exists within your team.
- Learn strategies to develop and inspire your team to deliver results.

SKILLED TRADES

MATHEMATICS FOR MACHINISTS I

MACHINE SHOP PRINT READING I

GEOMETRIC DIMENSIONING AND TOLERANCING (GD&T) FOR MACHINISTS

OSHA TRAINING

EARN A MEDICAL OFFICE ASSISTANT CERTIFICATE IN JUST ONE YEAR.

We offer a certificate program designed to provide students with a firm foundation for the medical office environment. With the development of strong word processing and communication skills, transcription skills, and medical office protocol, the student is well on the path to a fulfilling career in the medical office support area. This program also includes a course focused specifically on medical terminology as well as CPR certification through the American Red Cross so that a student is prepared for all aspects of a medical office environment. For more information contact corporatecollege@monroecc.edu.

GET BACK TO WORK QUICKLY.

At MCC Corporate College, we have the ability to create accelerated courses to fill an industry need. These courses help get displaced workers and military veterans back to work more quickly. One of our recent accelerated classes allowed workers to earn their certificate in six months rather than the typical year. That translates into to half a year more of potential pay checks. To find out more contact us at 585.292.3770 or corporatecollege@monroecc.edu.

To learn more about how MCC Corporate College can help you train your workforce, call **585.292.3770,** email **corporatecollege@monroecc.edu,** or visit **www.monroecc.edu/go/CorporateCollege.**

The following course descriptions outline offerings of MCC Corporate College. Each description briefly highlights course content and learning objectives. Programs below range in contact hours from 12 to 45.

MATHEMATICS FOR MACHINISTS I

A basic applied mathematics course for machinists. It is designed to acquaint the entry-level tooling and machining student with the mathematical concepts, terms, and formulas required for functioning as a machinist.

Learning Outcomes
- The emphasis of the course is to apply mathematical principles to the machine trades and develop mathematical/mechanical problem solving skills.

Course Content
- Mathematical concepts, terms, and formulas for entry-level tooling and machining.

MACHINE SHOP PRINT READING I

The objective of this course is to develop an understanding of both simple and complex parts and mechanisms, graphically described on blueprints. Learn to differentiate between the various line types and multi-view representations, as well as how to determine key dimensions involving the given tolerances. You will develop your ability to visualize a completed part from a drawing.

Learning Outcomes
- The ability to visualize a completed part from both simple and complex drawings.

Course Content
- Understanding simple and complex parts and mechanisms, graphically described on blueprints.
- Differentiation between the various line types and multi-view representations.
- Determining key dimensions involving the given tolerances.

GEOMETRIC DIMENSIONING AND TOLERANCING (GD&T) FOR MACHINISTS

GD&T is used to define the nominal geometry of parts and assemblies, to define the allowable variation in form and possible size of individual features, and to define the allowable variation between features.

Learning Outcomes
- Understand how to define the nominal geometry of parts and assemblies, to define the allowable variation in form and possible size of individual features, and to define the allowable variation between features.

Course Content
- Topics include:
    - GD&T terms and symbols.
    - True positioning concepts and assembly applications.
    - Angularity, parallelism, and perpendicularity.
    - Datum axes.
    - Counter planes.
    - Actual geometric conditions and locations.

OSHA TRAINING

The 10-hour General Industry Outreach Training Program is intended to provide an entry level worker with a general awareness of and the ability to recognize and prevent hazards in a general industry setting. The 30-hour General Industry Outreach Training course is a comprehensive safety program designed for anyone involved in general industry. Specifically devised for safety directors, foremen, and field supervisors, the program provides complete information on OSHA compliance issues.

Learning Outcomes
- A general awareness of and the ability to recognize and prevent hazards in a general industry setting.
- Knowledge of OSHA compliance issues.

Course Content
- General Industry Outreach Training Program (10 hours) Recognizing and preventing hazards
- General Industry Outreach Training (30 hours) Comprehensive safety program

MCC

Corporate College

M O N R O E C O M M U N I T Y C O L L E G E

For more information, visit www.monroecc.edu/go/CorporateCollege, email corporatecollege@monroecc.edu, or call 585.292.3770.

www.monroecc.edu