I. **Fundamentals of Management & Leadership (9:00 a.m. – 3:00 p.m.) – January 22, 2021**

- The objective of this module is to provide an overview of the Professional Development Certificate and provide a basic framework for effective management and leadership
  - Understand basic principles of management and leadership
    - Planning, organizing, leading and controlling
    - Differences between management and leadership
    - Management Skills
      - Technical, Human, Conceptual, and Ethical
  - Transitioning into a new role
    - How to get started in a new role
    - Understanding challenges associated with a new role
      - Interpersonal
      - Informational
      - Decision-making
    - Establishing and maintaining working relationships
    - Determine how your team adds value

II. **Effective Change Management (9:00 a.m. - noon) – January 29, 2021**

- Understand the types of change efforts in your organization
- What to expect when implementing change
- How to get value from your change efforts

III. **Work Motivation, Employee Engagement, Recognition and Retention (9:00 a.m. - noon) – February 5, 2021**

- Understanding different approaches to motivating employees
- Making jobs meaningful
- Inexpensive ways to reward and recognize employees

IV. **Staffing your team and organization (9:00 a.m. - noon) – February 19, 2021**

- The objective of this module is to increase the efficiency and effectiveness of staffing decisions
  - Identifying and sequencing activities
  - Selection methods and their effectiveness
  - Effective interviewing (Situational and Behavioral)
V. Performance Management (9:00 a.m. - noon) – February 26, 2021

- Understanding the elements of effective Performance Management
  - Planning, Developing, Measuring and Rewarding
  - Purposeful daily and planned performance management
  - Overcoming barriers to successful performance management

VI. Employee/Team Training & Development (9:00 a.m. - noon) – March 19, 2021

- Understand the different ways to train and develop employees
  - Formal instruction, on-the job learning, and effective coaching
- Building collaborative and effective teams

VII. Leading Diverse Teams (9:00 a.m. - noon) – March 26, 2021

- Understanding types of diversity
- Understanding the importance of diversity
  - People management, organizational performance, and strategic advantage
- Understanding challenges in managing a diverse team
  - Bias, prejudice and stereotypes
- Managing millennial and volunteer workers
- Potential Legal Issues

VIII. Interpersonal Communication Skills for Managers (9:00 a.m. - noon) – April 9, 2021

- Understand different communication methods and their effectiveness
- Understand and practice reflective listening techniques

IX. Conflict Management and Completion Celebration (9:00 a.m. - noon) – April 16, 2021

- Identifying causes and consequences conflict
- Minimizing conflict
- Understanding conflict management and resolution
- Managing Task vs. Role conflict
- Thinking “Win-Win”