

EXCITING COURSE OFFERINGS

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Certified Administrative Professional, p. 21

Conducting an Effective Job Search, p. 21

Effective Meetings and Presentations, p. 18

Making the Transition to Management, p. 23

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Registration is Easy!

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JOHNS HOPKINS UNIVERSITY

Learning & Development Programs *for* Management & Staff Development

SPRING 2009



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DAC-DIVERSITY AWARENESS CONTENT

All courses attempt to incorporate appropriate conceptual material or experiential exercises that address issues relevant to dealing with diversity in the workplace.

We define diversity as those human attributes that exert an important influence on people's values, behaviors, and perceptions of self and others. Typically, such attributes include but are not limited to race, gender, age, religion, social class, functions, sexual/affectional orientations, physical ability, and ethnicity. Courses labeled with DAC provide a more extensive discussion of diversity concepts.

LETTER
from the
SENIOR
DIRECTOR

<http://training.jhu.edu>

Dear Colleagues,

Johns Hopkins University has had a long tradition of excellence in education. Learning and Development, previously the Center for Training & Education, is pleased to provide professional development opportunities for Johns Hopkins University's faculty and staff. As a component of Talent Management & Organization Development, we will collaborate across Johns Hopkins University to provide a deliberate and integrated approach to develop, engage, and retain individuals with the knowledge, skills, and abilities to maintain this long tradition of excellence.

Our staff and faculty are encouraged to take advantage of the many instructor-led professional development courses, instructions on leadership issues, manager/supervisory seminars, and courses on financial and Information Technology skills.

The university values the growth, development and engagement of its employees. We are pleased to have the opportunity to provide a wide range of resources to help staff and faculty manage their careers, and achieve success in their professional life.

We plan to continue offering top quality Learning and Development courses throughout the year. We will seek your input on ways to ensure that we provide a variety of meaningful topics that not only help to build your career and strengthen your workplace skills, but are also aligned with core competencies that support the success of Johns Hopkins University, now and in the future.

Debbie Sampson, MA, SPHR

Sr. Director, Talent Management & Organization Development

COURSE CALENDAR

LEGEND

EBA 2024 E. Monument Street, Room 2-1002, Auditorium
B101 1101 E. 33rd Street, Room B101
B103 1101 E. 33rd Street, Room B103

EBC 2024 E. Monument Street, Room 2-1001, Classroom
B102 1101 E. 33rd Street, Room B102

MARCH

**Must attend all days of the session*

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	9	10	11	12	13
EBA				Essentials of Communication*	Essentials of Communication*
EBC					
B101				Assertive Communication	
B102	Basic Supervision				Getting Organized
B103					
	16	17	18	19	20
EBA					
EBC					
B101			Write Thing 101	Communicating w/Others	
B102		Workplace Diversity			Dealing w/Difficult People
B103					
	23	24	25	26	27
EBA			Management Skills I*	Management Skills I*	Management Skills I*
EBC					
B101		Effective Job Search			
B102	Powerful Communication	Leadership for Women			Career Assessment
B103					
	30	31	1	2	3
EBA		Intro to Work Safety			
EBC					
B101				Professional Resumes	
B102	Employment Law				
B103					

APRIL

**Must attend all days of the session*

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	6	7	8	9	10
EBA					
EBC					
B101	Conquering Negativity	Thinking Outside the Box		Emotional Intelligence	
B102					Multiple Priorities
B103					
	13	14	15	16	17
EBA	Managing Stress	Business Writing			
EBC					
B101		Choosing Civility			PM Overview
B102	Powerful Listening	CAP Module 1*	CAP Module 1*	CAP Module 1*	Overcome Procrastination
B103					
	20	21	22	23	24
EBA				Business Law	
EBC					
B101	Speak Like a Pro		Write Thing 102		PM Overview
B102		Influencing for Impact			Managing Your Day
B103					
	27	28	29	30	1
EBA					
EBC					
B101	Communicating w/Others		Assertive Communication		Project Scheduling
B102				Totally Resp. Person	Meetings/Presentations
B103					

COURSE CALENDAR

LEGEND

EBA 2024 E. Monument Street, Room 2-1002, Auditorium
B101 1101 E. 33rd Street, Room B101
B103 1101 E. 33rd Street, Room B103

EBC 2024 E. Monument Street, Room 2-1001, Classroom
B102 1101 E. 33rd Street, Room B102

MAY

**Must attend all days of the session*

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	4	5	6	7	8
EBA				Workplace Diversity	
EBC					
B101			Choosing Civility	Effective Job Search	Managing Talent
B102	Success for Supervisors				Project Estimating
B103					
	11	12	13	14	15
EBA	Downside of Anger		Intro to Work Safety		
EBC					
B101			Write Thing 103	Speak Like a Pro	Project Teams
B102		Crucial Conversations			Dealing w/Difficult People
B103					
	18	19	20	21	22
EBA					
EBC					
B101					
B102	Basic Supervision	FLEX Talk			
B103					
	25	26	27	28	29
EBA			Management Skills II*	Management Skills II*	Management Skills II*
EBC					
B101				7 Habits in Action	Project Contracts
B102		Essentials of Communicating*	Essentials of Communicating*		Career Assessment
B103					

JUNE

**Must attend all days of the session*

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	1	2	3	4	5
EBA		CAP 2*	CAP 2*	CAP 2*	
EBC					
B101		Career Coaching			Project Risk
B102	Senior Leader Transition			Business Law	Getting Organized
B103					
	8	9	10	11	12
EBA				Proofread Like a Pro	
EBC					
B101	Speak Like a Pro II			Mechanics of Leadership	Project Quality
B102	Indispensable Assistant	Transition to Manager			Managing Stress
B103					
	15	16	17	18	19
EBA					
EBC					
B101			Write Thing 104		Project Monitoring
B102	Permit Me to Introduce	Relationship Awareness		Employment Law	
B103					
	22	23	24	25	26
EBA					
EBC					
B101					
B102		Success for Supervisors			
B103					

ALPHABETICAL LIST OF COURSES

Course Title	Date	Page
7 Habits in Action, The	5/28/09	18
Assertive Communication: On and Off the Job	3/12/09 or 4/29/09	16
Basic Supervision	3/9/09 or 5/18/09	22
Becoming the Totally Responsible Person	4/30/09	18
Business Law for Supervisors	4/23/09 or 6/4/09	22
Career Development Coaching for Your Employees	6/2/09	21
Certified Administrative Professional, Module 1: Office Systems and Technology (3 day class, must attend all sessions)	4/14/09 through 4/16/09	21
Certified Administrative Professional, Module 2: Office Administration (3 day class, must attend all sessions)	6/2/09 through 6/4/09	21
Choosing Civility	4/14/09 or 5/6/09	18
Communicating with Others: Your Style and Its Impact	3/19/09 or 4/27/09	16
Conducting an Effective Job Search	3/24/09 or 5/7/09	21
Conquering Negativity: Creating Optimism in the Workplace	4/6/09	18
Crucial Conversations	5/12/09	24
Cultivating the Power of Emotional Intelligence	4/9/09	18
Dealing with Difficult People	3/20/09 or 5/15/09	16
Downside of Anger: Making Changes for a Healthier and Happier Lifestyle, The	5/11/09	18
Effective Business Writing	4/14/09	17
Effective Meetings and Presentations	5/1/09	18
Employment Law for Supervisors	3/30/09 or 6/18/09	22
Essentials of Communicating with Tact and Finesse (2 day class, must attend both sessions)	3/12/09 & 3/13/09 or 5/26/09 & 5/27/09	22
FLEX Talk: Practical Communication Skills Using MBTI Personality Type Theory	5/19/09	24
Getting and Staying Organized	3/13/09 or 6/5/09	18
Indispensable Assistant, The	6/8/09	21
Influencing for Impact: A Workshop for Women in Leadership	4/21/09	24
Introduction to Work Safety and Occupational Health	3/31/09 or 5/13/09	23
Leadership Challenges for Women: Decision-making and Risk-taking	3/24/09	24
Management Skills I: Foundations of Management	3/25/09 through 3/27/09	23
Management Skills II: Planning and Organizing	5/27/09 through 5/29/09	23
Management Skills III: Leading and Controlling	7/29/09 through 7/31/09	23
Making the Transition to Management	6/9/09	23
Managing Multiple Priorities	4/10/09	19
Managing Stress and Staying Positive in Today's World	4/13/09 or 6/12/09	19
Managing Talent in the 21st Century	5/8/09	23
Managing Workplace Diversity	3/17/09 or 5/7/09	23
Mechanics of Leadership: Influencing Interpersonal and Group Outcomes, The	6/11/09	24
Overcoming Procrastination: Bridging the Gap Between Your Goals and Reality	4/17/09	19
Permit Me to Introduce You to Yourself	6/15/09	19
Powerful Communication Skills for Women	3/23/09	16
Powerful Listening Skills	4/13/09	16
Project Management: Overview/Managing Project Scope	4/17/09 or 4/24/09	20
Project Management: Project Scheduling (Pre-requisite: PM Overview)	5/1/09	20
Project Management: Project Estimating and Budgeting (Pre-requisite: PM Overview)	5/8/09	20
Project Management: Forming and Managing the Project Team (Pre-requisite: PM Overview)	5/15/09	20
Project Management: Contract and Procurement Management (Pre-requisite: PM Overview)	5/29/09	20
Project Management: Managing Project Risk (Pre-requisite: PM Overview)	6/5/09	20
Project Management: Project Quality Management (Pre-requisite: PM Overview)	6/12/09	20
Project Management: Project Monitoring and Control (Pre-requisite: PM Overview)	6/19/09	20
Proofread Like A Pro	6/11/09	17
Professional Resumes and Job Search Correspondence	4/2/09	21
Relationship Awareness Theory: The Key to Better Communication and More Productive Conflict	6/16/09	16
Senior Leadership Transition	6/1/09	24
Speak Like A Pro	4/20/09 or 5/14/09	16
Speak Like A Pro II	6/8/09	16
Strategies for Managing Your Day	4/24/09	19
Success for Supervisors	5/4/09 or 6/23/09	22

(Continued on next page)

ALPHABETICAL LIST OF COURSES (Continued from previous page)

Course Title	Date	Page
Thinking Outside of the Box: Creativity and Innovation at Work	4/7/09	19
Write Thing 101: A Plain English Approach to Business Writing, The	3/18/09	17
Write Thing 102: Focus on Organization, The	4/22/09	17
Write Thing 103: Focus on Basic Grammar, The	5/13/09	17
Write Thing 104: Focus on Editing, The	6/17/09	17
Your Career Assessment Profile: Understanding Your Interests, Skills, Personality Type, and Values	3/27/09 or 5/29/09	21

MANAGEMENT AND STAFF TRAINING POLICY/CONFIDENTIALITY STATEMENT

Management and Staff Training Policy

Effective fall 2000, the university instituted the Management and Staff Training Policy. The policy addresses the recognition that the productivity and performance of the organization ultimately depend on the depth and quality of knowledge and skills of its faculty and staff.

Advancing such knowledge and skills rests on the training and development offered to and taken advantage of by faculty and staff. In accordance with the desire of the administration to ensure the quality of the work of its faculty and staff and to minimize the legal, financial, and physical risks posed by insufficient training, the following policies have been adopted:

1. Within two years of initial employment, it is expected that all new managers and supervisors will complete the JHU Supervisory Training Program established by the administration and conducted by Human Resources, the Department of Health and Safety, and the General Counsel's Office.
2. All staff with access to the university's financial and administrative information systems must complete the appropriate modules of the Financial Administrative Training Program and maintain current knowledge of changes and systems as they occur.
3. All faculty, managers, and supervisors should ensure that each non-bargaining unit staff member reporting to them has a minimum of three full days of training per year in areas of knowledge and skill relevant to their job duties and professional aspirations.

Please note that faculty who have significant management responsibility should see themselves as covered by the above policy as well.

The university recognizes that such training may at times disrupt the normal operations of organizational units. However, such disruptions should not be used as a reason for supervisors to routinely deny training and development opportunities for staff. Therefore, faculty, managers, and supervisors are encouraged to incorporate training activities into their annual planning initiatives as a way of minimizing potential problems. Further, departmental sessions may be scheduled on-site to allow groups to benefit from the advantage that is created when organizational units build skills and reconsider their group norms in a supportive learning environment. See page 14.

Confidentiality Statement

Learning and Development is part of Talent Management and Organization Development (TMOD), which provides a wide range of services to maximize the performance, development, and functioning of the faculty and staff of the university, the university's managers and leaders, and its divisions and departments. Learning and Development utilizes a team approach to service delivery in collaboration with other TMOD programs to provide integrated human services to the university community.

Learning and Development is committed to protecting the confidentiality of individuals participating in our courses insofar as possible. It is our intention that our courses provide a safe environment for participants to share information about their own experiences with the group. Course participants should recognize that any personal information discussed within the context of the course is not to be discussed with anyone outside the course without the written consent of the person sharing the information. Thank you in advance for respecting the privacy of your fellow course participants.

While we cannot control the communications of class participants, the staff of Talent Management and Organization Development will not disclose personal information you have shared without your consent, except as required by state law and institutional requirements.

Core University Competencies

Core competencies are the skills, knowledge, and behaviors essential for successful individual performance and the achievement of the university's strategic objectives.

	CONTRIBUTES DEPENDENTLY	CONTRIBUTES INDEPENDENTLY	CONTRIBUTES THROUGH OTHERS	CONTRIBUTES STRATEGICALLY
<p>Equity, Civility and Respect Exhibits integrity, respect, civility, and ethical behaviors toward staff and the university; supports cultural diversity, equity, and fairness in the workplace</p>	<ul style="list-style-type: none"> Works well with others of diverse cultures and backgrounds Respects others without regard to gender, age, political affiliation, religion, sexual orientation, physical characteristics or any other feature that is not relevant to workplace performance 	<ul style="list-style-type: none"> Creates a welcoming and respectful work environment Communicates in a way that demonstrates an understanding that our culture is diverse and richer on account of that diversity 	<ul style="list-style-type: none"> Models inclusive, fair and respectful behaviors and processes Leverages the differences between individuals for the betterment of the university Manages and holds others accountable for supporting the university's Principles of equity, civility, and respect Actively seeks diverse opinions and ideas when making decisions 	<ul style="list-style-type: none"> Integrates diversity into university initiatives Seeks equity in all practices Establishes policies that forward the university's commitment to diversity and inclusion
<p>Innovation and Problem Solving Demonstrates an appreciation for new ideas and methods that challenge the existing reality to prepare the organization for the future.</p>	<ul style="list-style-type: none"> Demonstrates willingness to question established processes and procedures for improvement opportunities 	<ul style="list-style-type: none"> Actively solicits ideas and learnings from others Considers a problem from multiple perspectives 	<ul style="list-style-type: none"> Models processes and behaviors that cultivate creativity Stimulates expression of creative ideas Teaches creative techniques to team members. Takes appropriate risks and undertakes entrepreneurial tasks Encourages others to question established work processes and assumptions 	<ul style="list-style-type: none"> Champions new ideas and initiatives Extends and applies innovative ideas to enhance the work of the university Reapplies successful innovation in multiple areas Cultivates a culture of entrepreneurial thinking Actively challenges the way processes and procedures have always been done
<p>Managing Change Adapts to change and shifting priorities; works effectively in ambiguous situations, and constructively influences others to build and maintain resilience.</p>	<ul style="list-style-type: none"> Welcomes change as an opportunity for learning or growth, focuses on the beneficial aspects of change Modifies behavior to deal effectively with changes in work environment 	<ul style="list-style-type: none"> Supports change implementation Works effectively with others who have ideas and opinions in conflict with each other Demonstrates flexibility during time of uncertainty and chaos Welcomes ideas offered by others 	<ul style="list-style-type: none"> Models behaviors that lead to the successful adoption of new ideas and processes. Actively manage others' resistance to change Recognizes and rewards staff members who make useful changes. Empathizes with people who feel loss as a result of change 	<ul style="list-style-type: none"> Acts as a change advocate Motivates others to participate in strategic change Simplifies the process of change and manages the associated difficulties
<p>Mission/Service Excellence Understands and articulates the link between the job and the university's commitment to quality and outstanding customer service to all clients.</p>	<ul style="list-style-type: none"> Understands the purpose of the job and its connection to the success of the university Meets the expectations and requirements of all customers Demonstrates steadiness and reliability Adheres to the university's code of ethics 	<ul style="list-style-type: none"> Actively seeks ways of strengthening the link between individual work and the mission of the university Demonstrates a willingness to question the value of endeavors that do not contribute to the university's mission Establishes and documents standards Delivers high quality work consistently and on time Seeks opportunities to improve standards 	<ul style="list-style-type: none"> Models behaviors that demonstrate adherence to the university's mission and service standards Engages teams in open discussions about how their work contributes to the university's mission Ensures that practices and tasks align with leadership and university vision and strategic direction Models processes and behaviors that exemplify high quality and standards Teaches others to strive for quality Establishes a culture in which all team members take a pride of ownership and responsibility for all work 	<ul style="list-style-type: none"> Aligns programs and strategies that further the mission of the university Fosters work that furthers the mission of the university Sets desired service standards and articulates how work is connected to the university's mission Creates and effectively communicates a clear vision and direction for team/organization and aligns this vision to the university's mission
<p>Relationships and Teaming Develops effective working relationships with others; cultivates networks across the university; demonstrates attitudes and behaviors that contribute to the well-being of the university.</p>	<ul style="list-style-type: none"> Establishes and maintains effective relationships with colleagues and customers Maintains confidentiality Effectively participates on work teams 	<ul style="list-style-type: none"> Always follows through on requests from colleagues and customers. Protects confidentiality Builds effective relationships and networks of trust Actively participates in work teams and committees Minimizes conflict with others 	<ul style="list-style-type: none"> Models behaviors and processes for managing conflict Models behaviors that lead to healthy working relationships Builds networks across their team and organization Solicits feedback on self and gives fair, timely feedback to others Coaches and develops others Encourages high standards of performance; celebrates and rewards optimal performance Blends people into teams when necessary; creates strong morale within team; shares wins and successes; values contributions from others. 	<ul style="list-style-type: none"> Builds effective talent pools that support and strengthen the university. Builds, maintains and cultivates strategic relationships that allow the university to further its mission Develops future university leadership Leads university-wide committees and work teams

ANNUAL INDIVIDUAL DEVELOPMENT PLAN

Each year JHU staff members are offered a wide variety of courses, but how do you know which courses to take? We suggest creating a personal learning plan each year to identify the areas you most want to develop and to guide you in choosing courses that will help you fulfill your plan. To create your learning plan:

1. Ask yourself the following questions:

- What developmental suggestions did I receive during my last performance appraisal?

- What problems have I faced at work that I have felt unable to address without help?

- What are my short-term goals for taking on new tasks and responsibilities within my department?

- What are my long-term career goals? What job would I like to have five years from now, or ten years from now?

- What issues is my department or work unit facing at this time? How could I be a more productive team member or take a more prominent role in addressing these areas of need?

- What are the new demands of my job (or career) that require me to gain additional skills?

2. Make a list of your personal developmental needs. The answers to the questions above will help you determine the skills you would like to develop. Each answer can be restated as a goal. For example:

- Last year my supervisor suggested I speak up more when I need something. I would like to be more assertive.
- I have had a conflict with a co-worker. I would like to build a productive relationship with this individual within a reasonable amount of time.
- I would like to feel more confident of my ability to make presentations in meetings.
- In five years I would like to be a program administrator, and that may require me to have skills as a supervisor. In 10 years I would like to be a program administrator in a large department, and that will require increased skill in project management.
- My new department manager could use some help in organizing the flow of paper through our department. I could use better skills as an administrative assistant.
- I have been asked to take on more work with budgeting and technology that require new skills in these areas.

My personal developmental needs are:

ANNUAL INDIVIDUAL DEVELOPMENT PLAN

3. Turn your developmental needs into learning goals. If you're ready to invest in your future, these developmental needs can now become goals for learning in the next year.

Once you have your list of learning goals developed, share them with your supervisor. Since s/he will have to approve your time in training, it makes sense to include him/her early in the process. You may also want to take the following additional steps to clarify how your learning and developmental needs can be converted into learning goals for the coming year

- Discuss your list with a supervisor, mentor, more senior colleague, or close friend.
- Take a look at the course objectives that are offered on the Web at <http://training.jhu.edu> to find the perfect course to suit your particular needs.
- Call the training center at (443) 997-6800 to speak with someone who can help you if you have questions about specific courses.

4. Consider alternative ways to develop each of your learning goals. Certainly training is a time-efficient way to make a start, but other alternatives may serve your developmental efforts well:

- Ask your supervisor to arrange a new work assignment to stretch and challenge your present level of skill.
- Consider arranging for coaching by an employee who already possesses a high level of skill in this area.
- Use the university's Tuition Remission policy to pay for course work through one of Hopkins' degree-granting programs.
- Contact our training center at 1101 East 33rd Street to inquire about self-paced learning materials that use a variety of alternative media. The phone number is (443) 997-6800.
- Do a Web search using key terms in your learning goal statements to see what alternative reading materials exist to support your goals.
- Register for appropriate courses in new and evolving areas of technology that are appropriate to your work assignment and are available through the Administrative Training Program, the Welch Medical Library, or the Carey School of Business.

Alternate ways to develop your learning goals are:

5. Set a time frame within which you hope to achieve each learning goal. Treat your learning goals just like any other task that you are determined to accomplish. Put them on your calendar, and commit to a due date!

6. How will you know when you have achieved your goal? This is the answer to the question of how you would like to evaluate your success. For example:

- I will be able to ask for what I need to perform my job more effectively.
- I will have a productive relationship with my colleague to the extent that this individual will no longer have the ability to upset me, and I will be able to appreciate the positive contribution s/he brings to the workplace.
- I will seek the opportunity to make a presentation in a departmental meeting, and feel confident of my ability to do so.
- In three years, I will begin to work on my application for program administrator positions, and I will be able to demonstrate skills needed for the position and make the cut for an interview. Within four years, I should be among the top two or three applicants for each position I apply for. Within five years, I should be in a position to be the successful candidate and achieve my goal.
- I will come back from the Getting and Staying Organized course with 10 new strategies to help my department be more organized.

Remember that goals that don't have a specific time frame for accomplishment and a measurable outcome are just wishes. You may want to use the Individual Development Plan that follows as a planning tool in this process.

ANNUAL INDIVIDUAL DEVELOPMENT PLAN

INDIVIDUAL DEVELOPMENT PLAN			
Name	Job Title		
Today's Date	Developmental Plan for Period		
What are your learning goals? _____ _____ _____ _____ _____ _____ _____ _____ _____	How will each learning goal be developed? _____ _____ _____ _____ _____ _____ _____ _____ _____	Over what time frame will each goal be addressed? _____ _____ _____ _____ _____ _____ _____ _____ _____	How will the development effort be evaluated? _____ _____ _____ _____ _____ _____ _____ _____ _____
Signature of Staff Member and Date		Signature of Supervisor and Date	

ADDITIONAL LEARNING AND DEVELOPMENT PROGRAMS

JHU Educational Assistance Program

The university's educational assistance program was designed to provide faculty and staff and their families with a broad range of educational opportunities, while also providing the institution with an opportunity to train and develop its faculty and staff.

The program covers a percentage of tuition cost for employees and their family members to attend the part-time courses offered by Johns Hopkins University, and for dependent children to pursue undergraduate full-time studies at a degree-granting, accredited college or university. For more information, please log on to our Web site at: <http://training.jhu.edu> or call (443) 997-6890.

Learning Solutions Training Programs

Provided by Talent Management and Organization Development, Learning Solutions (formerly FITT), is an integral component of the training experience at Johns Hopkins and the primary resource for financial administrative and information technology training. Faculty and staff may take financial administrative classes through a series of Web-based and instructor-led experiences. These courses provide an understanding of university financial policies and procedures and hands-on training that prepares participants to initiate, monitor, and track electronic documents correctly. Learning Solutions also offers a variety of software application and technical training courses. These courses include topics at the beginner, intermediate, and advanced levels.

For more information and registration information, please go to the Web site at: <http://training.jhu.edu> or call (443) 997-FITT.

General Educational Development (GED) / Adult Education Program

Talent Management and Organization Development, with support from Johns Hopkins Hospital Human Resources and the JHH Office of Community and Education Projects Skills Enhancement Program, is pleased to offer the General Educational Development (GED)/ Adult Education Program. This program allows individuals to upgrade and refresh their basic reading, writing, and math skills and prepare for the GED exam, thereby facilitating their professional growth and development. The following courses are being offered:

GED Prep 1: Refresh skills that have become rusty. Take this giant step to begin preparation for the GED exam or for the External Diploma Program. Math topics include fractions, decimals, and problem solving. Reading comprehension instruction stresses critical-thinking skills. Review grammar rules and practice writing skills.

GED Prep 2: This intermediate level of GED preparation offers a quick review of fractions and decimals, moving on to problem solving, percents, ratio and proportion. More challenging critical-thinking and reading skills focus on literature and the arts, science, and social studies.

GED Prep 3 (College Prep): This advanced level of GED preparation is an excellent way to sharpen skills to prepare for college entrance exams. This course offers more advanced work in reading comprehension and critical-thinking skills. Review fractions and decimals with an emphasis on algebra and geometry. Fine tune grammar and essay-writing skills to prepare cohesive essays.

Introduction to Medical Terminology: This course begins with word attack and word-building skills (prefix, root word, and suffix) as stepping-stones to understanding basic medical vocabulary. Study terms and abbreviations related to various body systems to gain perspective and understanding of the appropriate usage of medical terminology.

To enroll, or for more information, please contact Barbara Edwards at (410) 614-0273.

E-LEARNING, DEPARTMENT TRAINING, DIVERSITY TRAINING

E-Learning for Managers/Situational Leadership II

Gain leadership wisdom from Ken Blanchard, co-author of the best-selling book *The One Minute Manager*. The Situational Leadership II course teaches managers the leadership skills that will help you to develop your employees' competence, commitment, and productivity. SLII provides you with a highly interactive and engaging e-learning experience. Through the use of video simulations, you will be asked to make decisions that affect the outcomes of the stories. You will receive online coaching in making decisions in addition to constructive feedback.

After completing this program, you will be able to:

- Use a common vocabulary for leadership.
- Use the three skills of a situational leader: diagnosis, flexibility, and partnering for performance.
- Identify what a leader does in all four leadership styles and how those styles differ.
- Assess your flexibility in using the four leadership styles and your effectiveness at matching the appropriate style to the situation.
- Use the skills of a situational leader to develop employee competence and commitment.

This course is funded through the staff development remission program and available to all full-time and part-time university staff members. A university discussion group may be available to course participants. To find out how you can take advantage of this new learning opportunity, please contact our office at (443) 997-6800.

Departmental and Group Training

Learning and Development makes its course offerings available to suit the needs of department work groups and affinity groups (such as standing committees or campus organizations). These sessions are among the most effective because they have a better chance of changing the work environment and group norms.

- Departments may want to plan staff development retreats to address group needs that have been identified during planning meetings and performance appraisals.
- Affinity groups may want to plan sessions addressing needs that are particular to the focus of their work.
- Because fees for these services are provided through Staff Development Remission, eligibility requirements and other policies are the same as for individual staff registration.
- Course times and places can be arranged to suit the convenience of your group.

For more information on how your group can schedule a training session or to receive a Departmental/Work Team catalog, please call our office at (443) 997-6800.

Campus Conversations on Diversity & Inclusion At Johns Hopkins University

These sessions provide participants with a safe environment for discussions about:

- Equality, civility and respect at JHU
- Minimizing conflict
- Perceptions of Power
- The role of unconscious bias
- Diverse perspectives in a globalized world
- Action planning for workplace, classroom and the larger Johns Hopkins Community

Sessions are tailored for Senior Leaders, Individuals, and Departments and group registration is encouraged.

Four hour workshops will be held at JH @ Eastern & 2024 E. Monument Street.

For more information, please contact: Megeen Thomas (443) 997-4570 or Megeen@jhu.edu.

Medical Billing and Coding

The Professional Coder Certification Training Program consists of 12 separate classes (with accompanying training and testing modules) taught by instructors who have been certified as such by the American Academy of Professional Coders.

For each of the 12 subjects covered, one day (6 hours) of classroom instruction will be presented. Supplementary online training and testing modules are included to enhance in-class training.

Participants who successfully complete this program can expect to possess an intermediate level of professional coding skill which may be used to work directly with codes or in another coding-related position. Unlike other coding programs, this approach supplements the basic coding instruction needed to pass the test with instruction in the abstraction skills necessary to apply coding skills in a practical, "real-life" setting. All of this is done in a simple, straight-forward confusion and ambiguities normally associated with coding.

Medical Billing and Coding courses run from September through June. Upcoming Spring 2009 courses include:

Module 6: Surgery – Integumentary / Musculoskeletal System Coding

Module 7: Respiratory and Cardiovascular Surgery

Module 8: Digestive Surgery Coding

Module 9: Genitourinary Surgery Coding

Module 10: Surgery of Nervous, Auditory and Ocular Systems

Module 11: Anesthesia, Radiology and Pathology Coding

Module 12: Medicine Services Coding

Laboratory Excellence Training

The Learning and Development office of Talent Management and Organization Development announces new offerings for Hopkins faculty and staff who serve in the academic research laboratory. This ongoing series will be offered throughout the year, and additional sessions will be scheduled to meet demand.

Laboratory Excellence Training courses will run from February through July, and another series will run from September through December. All classes will run from 9:00 am – 4:00 pm and will be held at the NEW BioTechnical Institute of Maryland laboratory located at 2001 Aliceanna Street, Baltimore, MD 21231.

Upcoming Spring 2009 courses include:

4 Day Cell Culture Laboratory

February 24 – 27, 2009

April 14 – 17, 2009

July 21 – 24, 2009

3 Day Recombinant DNA Techniques

April 1 – 3, 2009

3 Day Protein Expression

May 6 – 8, 2009

3 Day Polymerase Chain Reaction

May 20 – 22, 2009

5 Day Baculovirus Expression Systems

June 8 – 12, 2009

To register for Medical Billing and Coding or Laboratory Excellence Training courses, please navigate to our online registration system, myLearning@johnshopkins, which can be located at our website, <http://training.jhu.edu>.

If you have any questions, please call (443) 997-6800.

INTERPERSONAL AND GROUP COMMUNICATION

Assertive Communication: On and Off the Job

Instructor: Virginia Jacobs

This course focuses on practical ways to project self-confidence, recognize the differences between assertive, passive, and aggressive behavior, develop the skills needed to change the behavior of others, say no, give and receive criticism, listen more effectively, and resolve conflict.

Date: 3/12/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

OR

Date: 4/29/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

Communicating With Others: Your Style and Its Impact DAC

Instructor: Virginia Jacobs

The lifeblood of all strong relationships is good communication. Individual and group productivity are greatly enhanced by the ability to communicate well. Participants in this course will identify their preferences in verbal and nonverbal communication. You will uncover a tendency toward one of four communication styles: driver, analytic, relater amiable, and expressive. You will learn about your style's inherent strengths and trouble spots, and the impact of your style in the workplace. You will also explore attributes of effective communication and develop listening and assertion skills.

Date: 3/19/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

OR

Date: 4/27/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

Dealing with Difficult People

Instructor: Ray Perry

How much more successful would you be if you could do a better job managing conflict at work and at home? What would this mean to your level of stress and sense of control over the quality of your life? In this powerful workshop, you will customize practical strategies for resolving conflict with others, in a way that strengthens rather than hurts relationships.

Date: 3/20/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

OR

Date: 5/15/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

Powerful Communication Skills for Women DAC

Instructor: Robin Hurd-Graham

Brains, talent, and energy won't add up to much if you haven't mastered the most potent tool for success — powerful communication skills. Your communication style is your inescapable calling card. It immediately announces who you are, how you feel, and what you expect from yourself and others. In this one day workshop, you will learn to recognize and avoid the power robbing speech mistakes and habits that may be holding you back. You will also learn to persuade others of your point of view and motivate them to act in your best interest.

Date: 3/23/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

Powerful Listening Skills

Instructor: Robin Hurd-Graham

This workshop is designed to help individuals listen and communicate for positive, productive relationships with co-workers, customers, and family members. It offers practical techniques for developing active listening skills that show. This seminar prepares participants to get results from other employees based on positive, open communication.

Date: 4/13/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

Relationship Awareness Theory: The Key to Better Communication and More Productive Conflict DAC

Instructor: Linda Dillon Jones

Understanding the behavior that governs your interaction with others is the first step in reducing interpersonal conflict. This one-day workshop will help you understand your personal strengths in relating to others under two conditions: when things are going well, and when you are faced with disagreement that may produce conflict. At the end of this workshop, you will be able to better deploy your personal strengths, that is, move strategically to take a position for effective action. You will also understand how the predictable manner in which you behave during conflict impacts the way others respond to you and, ultimately, your relationships with them. **Registration for this course must be completed one week prior to the class date so that the Strength Deployment Inventory can be completed prior to the class session**

Date: 6/16/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

Speak Like a Pro

Instructor: Karen Storey

Speak Like a Pro offers the knowledge, skills, and abilities you need for effective presentations. You'll learn proven techniques for planning, practicing, and delivering public presentations. Further, you will receive expert feedback from your instructor, as well as personal responses and insights from your classmates.

Date: 4/20/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

OR

Date: 5/14/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

Speak Like a Pro II

Instructor: Karen Storey

Participants who have attended Speak Like a Pro may attend this advanced class. Each participant is asked to prepare in advance a 10-minute presentation. Focus on managing stage fright and maintaining composure in front of any size audience. Voice and body language are explored as an effective communication tool. Key ways of adding maximum impact to any presentation are discussed along with ways of preparing quickly and confidently for any presentation. Each participant is videotaped in order to provide instant feedback on his or her strengths and areas that need improvement.

Date: 6/8/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

Effective Business Writing

Instructor: Debra Smith

When you participate in Effective Business Writing, you'll find out just how easy it is to unplug writer's block and start writing immediately with confidence and know-how. You'll discover how to express personality and style in your writing, how to tap into your natural creativity, and how to present your messages in ways that will achieve the positive results you want. You'll pick up techniques for breaking big ideas into smaller, more manageable ones and for writing precisely and accurately to avoid dangerous misunderstandings or mixed messages. You'll gain confidence in choosing the style, format, and tone that fit any type of writing assignment — e-mails, memos, letters, meeting minutes, reports, and proposals. The end result will be increased knowledge and confidence that will help you produce more polished, more professional, and more powerful written communication.

Date: 4/14/09 **Time:** 9:00 am - 4:00 pm

Location: 2024 E. Monument Street, Room 2-1002

Proofread Like a Pro

Instructor: Debra Smith

Whether you're an assistant checking your supervisor's grammar and spelling, an editor reading proof for a newsletter, or an author verifying the accurate keyboarding of your article or grant proposal, it's your job to catch embarrassing mistakes. At this seminar you'll receive tips and techniques that the proofreading pros use and practice proofreading marks that can save you time. You'll be introduced to practical, up-to-date grammar guidelines, pointers for use in everyday punctuation, correct uses for confusing word pairs, and strategies for avoiding sentence construction "taboos". You'll find out the answers to your capitalization questions, learn how to write numbers (figures or words?), and receive realistic spelling rules and guidelines. You'll refresh your business English, discover how to proofread with perfection, and have fun in the process!

Date: 6/11/09 **Time:** 9:00 am - 4:00 pm

Location: 2024 E. Monument Street, Room 2-1002

The Write Thing 101:

A Plain English Approach to Business Writing

Instructor: Anna Olswanger

In this basic writing workshop, you will learn the pitfalls of stilted language, including the passive voice and wordiness. You will learn how to break your writing into three steps: prewriting, writing, and revising, and you will learn to use concrete language with specifics only you can provide. These techniques will help you write memos and letters in your own voice, free of "business-speak". This workshop is a prerequisite for The Write Thing 102, The Write Thing 103, and The Write Thing 104.

Date: 3/18/09

Time: 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

The Write Thing 102: Focus on Organization

Instructor: Anna Olswanger

In this writing workshop, which builds on "The Write Thing", you will learn how to put your thoughts together logically to convince readers that you know what you are talking about. You will learn how to analyze your purpose and audience, generate ideas with a startup strategy, sequence your ideas, write the first draft and edit it. These techniques will help you to achieve a clear, straightforward style. **Prerequisite:** The Write Thing 101

Date: 4/22/09

Time: 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

The Write Thing 103: Focus on Basic Grammar

Instructor: Anna Olswanger

In this workshop, which builds on the first "The Write Thing" workshop, you will practice editing your memos and letters for grammar and mechanics so that your reader easily understands what you are saying. You will focus on basic grammar concerns, such as confusing subjects, pronoun clarity, run-on sentences, sentence fragments, commonly confused words, and capitalization.

Prerequisite: The Write Thing 101 and 102

Date: 5/13/09

Time: 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

The Write Thing 104: Focus on Editing

Instructor: Anna Olswanger

In this advanced workshop for veterans of other "Write Thing" workshops, you will edit your own memos and letters and find your personal writing strengths. You will practice streamlining sentences, reducing gobbledygook, choosing an appropriate tone, and taking a positive approach. You will practice applying all the principles of "The Write Thing" workshops to new memos and letters, and to memos and letters that you have written on the job.

Prerequisite: The Write Thing 101, 102, and 103

Date: 6/17/09

Time: 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

Talent Management and Organization Development Contact Information

Management and Staff Development.....	(443) 997-6803
Financial Administrative Training	(443) 997-6453
Information Technology Training	(443) 997-3721
Leadership Development Program.....	(443) 997-6804
Faculty Development.....	(443) 997-6804
Billing/Coding Training	(443) 997-6811
Laboratory Excellence.....	(443) 997-6811
ISIS Training.....	(443) 997-6453
	(443) 997-8977

COPING SKILLS

The 7 Habits in Action

Instructor: Virginia Jacobs

Based on Steven Covey's famous best seller, this course will empower you to succeed in both your personal and professional lives. You will learn to set achievable goals, create the paradigms needed to reach them, and overcome the barriers that in the past have kept you from realizing your full potential.

Date: 5/28/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

Becoming the Totally Responsible Person

Instructor: Audrey Trapp

This award winning training teaches how to be positive, productive, and effective, no matter what the circumstances! It is presented through lecturettes, role plays, and exercises in which participants learn to release any "victim mentality" and replace it with the traits of the Totally Responsible Person. Participants learn: the importance of "choice" in handling emotions and decisions, how to be "emotionally intelligent", how to assist others to be more responsible, the importance of eliminating gossip and negative criticism in the workplace, how to give and receive feedback with ease, and the importance of having a clear purpose in living a meaningful life. This workshop is interactive and presented in a humorous, light hearted manner and the concepts apply equally at home and at work.

Date: 4/30/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

Choosing Civility

Instructor: Virginia Jacobs

Is civility an asset or a liability in today's society? How will the demonstration of kindness, respect and consideration be viewed by others, personally and professionally? This interactive workshop will discuss and demonstrate the value of benevolent words and behaviors. It outlines P.M. Forni's suggested steps in achieving interpersonal competence that will substantially improve the quality both of your life, as well as the people in your life. In particular it will demonstrate that civility and care can give you a competitive edge at work.

Date: 4/14/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

OR

Date: 5/6/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

Conquering Negativity:

Creating Optimism in the Workplace

Instructor: Mark Hankerson

Is negativity a problem in your workplace? If so, it may be causing a drop in morale that costs your organization lost productivity, ongoing quality problems, and the resignation of good people. This course is an ideal starting point for you and your co-workers to confront negativity quickly and constructively. In this workshop, participants will learn techniques to turn negative attitudes around, discover tips to rekindle enthusiasm among employees, and find out what you can do when influential people (top management, owners, outside consultants) are contributing to organization-wide negativity.

Date: 4/6/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

Cultivating the Power of Emotional Intelligence

Instructor: Sharon Fries-Britt

What makes an individual effective at their job? What skills are necessary to work in a complex, demanding work environment? Increasingly, the answers to these and similar types of questions suggest that organizations are seeking individuals who demonstrate more than the conventional benchmarks of success such as academic credentials and years of experience in a profession. Individuals who have cultivated emotional as well as intellectual abilities are increasingly in demand. These individuals tend to be effective problem solvers with the ability to draw upon a wide range of skills and abilities. They are likely to be more effective and confident in their ability to respond to rapid changes in the workplace. This highly interactive course will provide participants with a better understanding of the nature of emotional intelligence and its applications in the workplace.

Date: 4/9/09

Time: 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

The Downside of Anger:

Making Changes for a Healthier and Happier Lifestyle

Instructor: Deborah Hillard

Did you know that anger could have a negative effect on your career, your family, and your health? This workshop will teach you how to manage your anger and how to use those feelings constructively, rather than destructively. You will be given the tools to manage anger in your day-to-day life and you will gain a better understanding of how anger affects all areas of your life. You will learn and practice new coping skills that allow you to gain control in anger-provoking situations. In addition, several relaxation techniques will be discussed and practiced.

Date: 5/11/09

Time: 9:00 am - 4:00 pm

Location: 2024 E. Monument Street, Room 2-1002

Effective Meetings and Presentations:

How to Make an Impression that Makes a Difference

Instructor: Ray Perry

In this practical course participants will gain results — both inside and outside the office — whether they are meeting with clients, co-workers and/or staff — while also strengthening their skills in delivering presentations of all kinds.

Date: 5/1/09

Time: 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

Getting and Staying Organized

Instructor: Skill Track, Ray Perry

It's happened to most of us. We organize our desk on a Monday only to find that it is disorganized by Wednesday. What would happen to productivity and effectiveness if you could get organized and stay that way? How much more control would you have over your day? In this practical workshop, participants will learn the secrets behind organization and space management that lead to a more creative and stress-free work and home environment.

Date: 3/13/09

Time: 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

OR

Date: 6/5/09

Time: 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

Managing Multiple Priorities

Instructor: Skill Track, Ray Perry

It seems as if there's always too much to do and not enough time to do it. Imagine the impact on productivity if you learned how to better manage this situation! What would happen to your sense of control and accomplishment during the day? In this practical workshop, you will learn how to get more done in less time-with less stress-by upgrading your skills at managing multiple and sometimes competing priorities.

Date: 4/10/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

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Managing Stress and Staying Positive in Today's World

Instructor: Debra Smith

In this program you will learn the effect and characteristics of stress and better understand why stress is considered the "invisible" disease. You'll identify your stressors and your personal stress reactions. You'll increase your awareness of the mind's role in the stress cycle, how perception, paradigms, and self-talk contribute to your stress, and how habitual thinking styles can be redirected. You'll learn how to get rid of your worries, how to break the anger habit and how to manage physical stress through nutrition, exercise, and relaxation. You'll use a six-step problem-solving model to take control of your stress situations, discover ways to manage change, and use goal setting to balance the demands of your career and your personal life.

Date: 4/13/09 **Time:** 9:00 am - 4:00 pm

Location: 2024 E. Monument Street, Room 2-1002

OR

Date: 6/12/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

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Overcoming Procrastination:

Bridging the Gap Between Your Goals and Reality

Instructor: Ray Perry

Do you tend to procrastinate when it comes to your personal or professional goals? What if you could overcome this procrastination and motivate yourself to make change a reality — not just for a few weeks but permanently? What effect would that have on your sanity and sense of satisfaction? In this one-day workshop, you will learn how to customize four principles that are at the heart of making personal and professional change stick. This is so much more than just putting together a plan to accomplish your goals. After all, how many plans have you put together in the past? You will learn how to find the time, energy and motivation — given everything else that's going on in your life — to be able to bridge the gap between where you are now and where you'd like to be. If you want to make a significant difference in the future quality of your life, this workshop will empower you to do just that.

Date: 4/17/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

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Permit Me to Introduce You to Yourself

Instructor: Linda Barrett

Albert Einstein estimated that most people use less than 10% of their brain capacity. This course focuses on strategic areas that will show participants how to tap into more of the phenomenal power of their mind to enhance internal and external communication. Learn the value of visualization through exercises and instruction on specific, easy to implement techniques that provide access to your inner resources. Accomplish your reading goals in the amount of time you have, by simply accessing specific brain states. Learn mind mapping, an effective method for organizing ideas and storing information for easy retrieval. Please note: Each participant is asked to bring a book that they would like to read but have not yet read.

Date: 6/15/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

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Strategies for Managing Your Day

Instructor: Skill Track, Ray Perry

Imagine the impact on your professional performance if your ability to juggle everything on your plate significantly increased! What would that mean to your productivity and sense of professional satisfaction? In this highly interactive workshop, participants will learn to blend time and task management into a single management approach that compliments any challenging schedule. This practical program will help participants take control of their day and gain greater confidence handling projects, priorities and deadlines.

Date: 4/24/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

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Thinking Outside of the Box:

Creativity and Innovation at Work

Instructor: Mark Hankerson

In today's fast-paced work environment, the way it has "always been done" may not be the most productive. Finding new answers to customer problems, team interactions, and day-to-day management needs are critical. This interactive workshop probes the habitual ways in which we trap our thinking and limit our potential. Personal thinking styles and real-life success stories are assessed so that participants can adapt those styles or lessons for their own individual and organizational purposes. By the end of the workshop, participants will discover that "creativity" and "work" are not mutually exclusive.

Date: 4/7/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

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PROJECT MANAGEMENT

Project Management Overview/ Managing Project Scope

(This course is the pre-requisite for all others)

Instructor: CCBC

This course provides an overview of the concept and skill areas involved in effective project management. Participants will explore, in depth, the techniques for planning and designing the parameters that form the basis of the project.

Date: 4/17/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

OR

Date: 4/24/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

Project Scheduling

Instructor: CCBC

This course examines a variety of tools and techniques used by project managers to plan, monitor and control a project's schedule to ensure its timely completion. Participants will examine activity definition, sequencing, duration estimating and schedule development and control. Students will also explore techniques to manage schedule change and its impact on project dimensions.

Date: 5/1/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

Project Estimating and Budgeting

Instructor: CCBC

This course introduces tools and techniques to manage the financial aspects of projects. Participants will explore estimating and forecasting tools, and budgeting and financial planning techniques. The use of financial performance measures to monitor and control the progress of a project will be introduced.

Date: 5/8/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

Forming and Managing the Project Team

Instructor: CCBC

This course focuses on the interpersonal and leadership skills needed to build a high-performance project team and manage the team to produce the project deliverables. Participants will explore the stages of team development, including the resolution of intra-team conflict, and the importance of creating position analyses that meet project needs.

Date: 5/15/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

Contract and Procurement Management

Instructor: CCBC

This course focuses on the various aspects of contracting project work-packages and evaluating the benefits of outsourcing. Students will learn how to determine product requirements and how to identify sources for procurement. Participants will explore how to obtain comprehensive solicitations, how to manage contractual relationships and how to settle contract completion.

Date: 5/29/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

Managing Project Risk

Instructor: CCBC

This course examines a process approach to managing the risk and uncertainty of project activities. Participants will explore ways to manage risk to increase the probability of project success to ensure timely, on-budget completion that meets the project's goals and required deliverables.

Date: 6/5/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

Project Quality Management

Instructor: CCBC

This course reviews elements common to successful quality improvement efforts. Participants will explore the philosophy and principles of Total Quality Management (TQM) and tools and techniques to effect project quality improvement. The course examines the use of statistical analysis in measuring quality and the use of various statistical tools to perform analyses.

Date: 6/12/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

Project Monitoring and Control

Instructor: CCBC

This course introduces a process for facilitating successful project completion through the recognition, analysis and evaluation of variances. Variances from budgeted project costs, planned schedules and agreed project requirements will be examined. Participants will explore key elements, tools, methodologies and deliverables to implement a program of effective project management.

Date: 6/19/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

The Project Management Series is offered in conjunction with the Business and Management Programs of the Community College of Baltimore County (CCBC) and follows the major knowledge areas outlined in the Project Management Institute's (PMI) Project Management Body of Knowledge.

Completion of these eight courses satisfies the educational hours required by PMI and participants may choose to take the certification examination to become a Project Manager Professional (PMP).

The Indispensable Assistant*Instructor: Debra Smith*

As an administrative assistant, you are one of the most important assets in your organization. You are an important contributor to the management team as an information center, a diplomat representing your boss, a negotiator, and a coordinator. But because of increasing demands on your job, new skills, knowledge, and competencies are constantly being required. These demands require self-confidence, decision-making ability, creativity, and problem-solving skills. This seminar will offer you the opportunity to evaluate your self-management skills and on-the-job effectiveness. You'll learn how to achieve results through assertive communication using the right word choices and appropriate body language. In addition, you'll discover strategies for getting and staying organized, managing multiple priorities and interruptions, and setting limits. You'll gain insights into creating and maintaining productive partnerships with your manager and co-workers. By attending this down-to-earth, practical, and solution-oriented seminar, you will find out how to enhance your performance with minimum stress.

Date: 6/8/09 **Time:** 9:00 am - 4:00 pm**Location:** 1101 E. 33rd Street, Room B102**Certified Administrative Professional Module 1:
Office Systems and Technology***Instructor: John Schmidt*****3 Day Course - Must attend all days ****

This class includes such topics as: computer hardware, systems & configuration; software usage & types; and managing physical resources, equipment, supplies & ergonomics.

Date: 4/14/09, 4/15/09 & 4/16/09**Time:** 9:00 am - 4:00 pm**Location:** 1101 E. 33rd Street, Room B102**Certified Administrative Professional Module 2:
Office Administration***Instructors: Virginia Jacobs and Jeanne Pasquerilo*****3 Day Course - Must attend all days****

This module will cover records management, filing systems & management, filing rules & standards, record security, verbal & written communication, rules of grammar, and business etiquette.

Date: 6/2/09, 6/3/09 & 6/4/09**Time:** 9:00 am - 4:00 pm**Location:** 2024 E. Monument Street, Room 2-1002**Professional Resumes and Job Search Correspondence***Instructor: Anne Moore*

Effective resumes and well-crafted cover letters and other job search correspondence are critical components of the job search process. Often the cover letter has as much power as a resume in shaping a prospective employer's first impressions. In this workshop, you will learn the most up-to-date techniques for marketing yourself effectively in your resume. You will also learn how to sharpen your job search correspondence, whether you are applying internally or externally for an advertised position, inquiring about potential employment, or networking to build professional relationships.

Date: 4/2/09 **Time:** 9:00 am - 12:00 pm**Location:** 1101 E. 33rd Street, Room B101**Your Career Assessment Profile: Understanding Your Interests, Skills, Personality Type, and Values***Instructors: Anne Moore and Audrey Trapp*

Create a career assessment profile of your interests, skills, personality type, and values, and learn how these factors contribute to career decision-making and may ultimately lead to greater career satisfaction. Through standardized assessments and in-class activities, you will clarify your interests, learn about transferable and preferred skills, discover your personality preferences, and identify your personal and career values as they relate to career fields and work environments. At the end of this workshop, you will be able to use your career assessment profile to reflect on where you have been, where you are, and where you are going on your career path. Participants will take the Newly Revised Strong Interest Inventory (SII) and the Myers-Briggs Type Indicator, Form-M (MBTI-M) online prior to the workshop.

Date: 3/27/09**Time:** 9:00 am - 4:00 pm**Location:** 1101 E. 33rd Street, Room B102**OR****Date:** 5/29/09**Time:** 9:00 am - 4:00 pm**Location:** 1101 E. 33rd Street, Room B102**Conducting an Effective Job Search***Instructors: Anne Moore and Audrey Trapp*

Are you applying for new positions inside or outside of JHU or just want to be prepared for future career opportunities? Hiring managers and HR recruiters are using new techniques to identify and select the most qualified candidate for a position and you need to be ready. Learn the latest in job search strategies, resume formats, job search correspondence, interviewing skills and appropriate interview dress. Understand the existence of the hidden job market and the importance of networking for referrals, job leads and information. Also learn how to maximize the use of the internet for research and identifying job openings as well as pitfalls to avoid with e-mail and social networking sites. A portfolio is becoming a common tool to showcase your accomplishments and having one can set you apart from other candidates. Practical advice and examples of portfolios will be included. Useful handouts and online resources will be provided.

Date: 5/7/09**Time:** 9:00 am - 4:00 pm**Location:** 1101 E. 33rd Street, Room B101**OR****Date:** 3/24/09**Time:** 9:00 am - 4:00 pm**Location:** 1101 E. 33rd Street, Room B101**Career Development Coaching for Your Employees***Instructors: Anne Moore and Audrey Trapp*

Employees who enjoy their work and have the skills to do the job are more likely to become peak performers. This workshop is designed for supervisors and managers who wish to further their career coaching abilities as part of a performance management skills set. Learn how to use techniques and tools to assess job fit; tap natural strengths, interests, and motivations; and create specific developmental learning plans to increase individual effectiveness and contributions. Methods for coping with obstacles to career coaching, such as difficulty in providing feedback and concerns about losing valuable employees will also be discussed. This course is part of the Supervisory Skill Building Track.

Date: 6/2/09**Time:** 9:00 am - 4:00 pm**Location:** 1101 E. 33rd Street, Room B101

SUPERVISORY TRAINING PROGRAM

To ensure the quality of the work of its managers and supervisors and to minimize the legal, financial, and physical risks posed by insufficient training, the following policy was adopted:

Within two years of initial employment, it is expected that all new managers and supervisors will complete the JHU Supervisory Training Program established by the administration and conducted by Human Resources, the Department of Health, Safety and Environment, and the General Counsel's Office.

JHU Supervisory Training Program Course List

Participants must complete all seven courses listed below in order to receive a certificate of program completion:

- Success for Supervisors
- Employment Law for Supervisors
- Basic Supervision
- Business Law for Supervisors
- Essentials of Communicating with Tact and Finesse
- Intro to Work Safety and Occupational Health
- Managing Workplace Diversity

If you need additional information about this program, please contact our office at (443) 997-6800.

Success for Supervisors

Instructor: Anne Moore

This daylong session is designed to equip the first time supervisor or those new to managing at Hopkins with proven techniques needed to master the art and science of leading our most valuable asset, our staff. Course participants will explore the hiring process (recruiting, interviewing, and selection), the performance management cycle (planning, coaching, and evaluating), and gain awareness of disability service issues. Case studies, videos, small and large group discussions will be used to enhance the learning process and provide real world usable skills that can be immediately put into action.

Date: 5/4/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

OR

Date: 6/23/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

Employment Law for Supervisors

Instructor: Gerard St. Ours

Are you sometimes apprehensive when you hear rumors of extended grievance procedures and "big money" jury verdicts? If an employee came to you complaining of discrimination or sexual harassment, would you know what to do? When a staff member requests accommodation for a disability or family and medical leave, are you confident you know how to respond to those requests? Learn from Johns Hopkins University legal and human resources professionals what the law requires and how it applies to answer these and many issues that come up in today's workplace.

Date: 3/30/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

OR

Date: 6/18/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

Basic Supervision DAC

Instructor: National Seminars Group

The most important part of any supervisor's job is keeping staff motivated. This seminar will give you the skills you need to increase communication and cooperation, boost morale, and send productivity into orbit. Organized in four parts, this course will teach you to diffuse conflict, inspire employees, motivate your team, and open wider the channels of communication in any work group.

Date: 3/9/09

Time: 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

OR

Date: 5/18/09

Time: 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

Business Law for Supervisors

Instructor: Louie Biggie

Do you have a clear understanding of how the information and data in your charge should be handled and maintained? Are you certain that the computers in your department could survive a "software audit" without hefty fines being levied on the university, you, or any of your staff members? Has a vendor to your department offered you gifts or favors that you are not certain you can accept? Do you know your liability in signing a contract for the Johns Hopkins University? Business Law for Supervisors, taught by a cadre of Johns Hopkins University senior staff, will address these and other legal and ethical issues that supervisors must face in today's competitive environment.

Date: 4/23/09

Time: 9:00 am - 1:00 pm

Location: 2024 E. Monument Street, Room 2-1002

OR

Date: 6/4/09

Time: 9:00 am - 1:00 pm

Location: 1101 E. 33rd Street, Room B102

Essentials of Communicating

With Tact and Finesse DAC

Instructor: National Seminars Group

**** 2 Day Course — Must attend both days ****

Top-notch communication skills can mean the difference in your career between going places... and going nowhere! This intensive two-day workshop designed for career-focused professionals will give you the powerful communication strategies and interpersonal skills you need to get your point across tactfully and diplomatically. You'll also gain tips for delivering standout presentations and making your letters and memos pack a punch. You'll discover expert techniques for exerting influence on the actions and attitudes of others, "how-to's" for communicating effectively and tactfully in a variety of tough situations, and strategies for putting an end to energy-draining feuds and infighting in your department. And because we all make verbal blunders from time to time, you'll learn damage control techniques to help you get your foot out of your mouth gracefully — and save the day!

Date: 3/12/09 & 3/13/09

Time: 9:00 am - 4:00 pm

Location: 2024 E. Monument Street, Room 2-1002

OR

Date: 5/26/09 & 5/27/09

Time: 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

SKILLS FOR SUPERVISORS AND MANAGERS

Introduction to Work Safety and Occupational Health

Instructor: Anita Stone

This course discusses a variety of issues: the Department of Health, Safety and Environment (HSE); its mission and vision; JHU policy and applicable laws; data and statistics; and the supervisor's role in maintaining a safe workplace. Prevention is discussed along with health and wellness. Issues of safety are presented including an overview of the safety programs and the supervisor's role in referral, safety surveys, and incidents. Environmental issues such as ergonomics are considered along with the topic of injury and illness management, including non-work-related illness; dealing with work related injury and illness; the Workman's Compensation Act; and the JHU process for case management.

Date: 3/31/09 **Time:** 9:00 am - 12:00 pm

Location: 2024 E. Monument Street, Room 2-1002

OR

Date: 5/13/09 **Time:** 9:00 am - 12:00 pm

Location: 2024 E. Monument Street, Room 2-1002

Managing Workplace Diversity

Instructor: Sharon Fries-Britt

This seminar is designed to assist supervisors in understanding the complexity of diversity, culture, and race relations in the workplace. Supervisors will explore various aspects of this issue including how their own perspectives shape their interactions with staff. Several content areas will be addressed in this seminar, including the importance of understanding the benefits and challenges of diverse work environments, the importance of communication, working with and evaluating diverse staff, the challenges in building a team in a diverse work environment, and the importance of establishing organizational goals and objectives that support and enhance diversity.

Date: 3/17/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

OR

Date: 5/7/09 **Time:** 9:00 am - 4:00 pm

Location: 2024 E. Monument Street, Room 2-1002

Making the Transition to Management

Instructor: Debra Smith

If you have just moved into your first supervisory position, or if you plan to change roles soon, you know that potential is not enough. You need to develop the viewpoint and skills of an effective supervisor and demonstrate to others that you possess them. This seminar gives you specific strategies to prepare you for a change of responsibilities and reduce the anxiety that can accompany it. You'll identify the attitudinal and behavioral changes that new supervisors need to make and learn how to avoid the most common traps encountered by new supervisors. You'll determine the guidelines to use that will simplify the transition process, and you'll receive quick start strategies for managing the transition. You'll assess your understanding of the supervisory skills that are needed in today's work environment and apply leadership skills in a team setting. Most importantly, you'll come away with a better understanding of what your boss, peers, and staff expect from you in your new role.

Date: 6/9/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

Managing Talent in the 21st Century

Instructor: Debbie Sampson

Demographics are changing. Baby boomers are considering retirement. In order to create and sustain a culture of excellence, having a comprehensive talent management system is key. This cutting edge workshop will explain the building blocks of a talent management framework and outline an end-to-end process of attracting, developing, engaging, and retaining employees in your team or organization. Participants will also be guided through all three phases of the performance management cycle: Goal Setting (planning), Checkpoint (coaching), and Annual Review (evaluating). By the end of this course, participants will be better able to: orient staff to work, establish clear direction, coach for results, evaluate performance, and further develop others. Taking this course could be the first step to ensuring your organization both attracts and keeps the employees it needs for future success!

Date: 5/8/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

Management Skills I: Foundations of Management

Instructor: Ray Perry

**** 3 Day Course - Must attend all days ****

This course provides essential skills and knowledge about managers and managing in the modern world. Content includes fundamental managerial roles and skills, entrepreneurship, managing diversity, managing globally, ethics and social responsibility, business law, communication, information systems, and economics.

Date: 3/25/09, 3/26/09 & 3/27/09

Time: 9:00 am - 4:00 pm

Location: 2024 E. Monument Street, Room 2-1001

Management Skills II: Planning and Organizing

Instructor: Ray Perry

**** 3 Day Course — Must attend all days ****

This course is a comprehensive review of two of the core functions of management, planning and organizing, as well as the skills that are needed to carry them out. Content includes planning and formulating strategy, operations management, project management, planning effective meetings, decision-making, managing teams, organizing work and structure, and human resource management.

Date: 5/27/09, 5/28/09 & 5/29/09

Time: 9:00 am - 4:00 pm

Location: 2024 E. Monument Street, Room 2-1001

Management Skills III: Leading and Controlling

Instructor: Ray Perry

**** 3 Day Course — Must attend all days ****

This course is a comprehensive review of the core functions of leading and controlling. Content includes leadership skills, empowerment, motivation, time and stress management, delegating, managing change, conflict management, operations control, quality management, and financial management.

Date: 7/22/09, 7/23/09 & 7/24/09

Time: 9:00 am - 4:00 pm

Location: 2024 E. Monument Street, Room 2-1001

LEADERSHIP DEVELOPMENT

Crucial Conversations

Instructors: Pam Somers

This workshop focuses on the use of powerful conversations and crucial confrontations — transformational conversations that create mutual learning and lead to committed action. Participants will learn how to use powerful conversations to strengthen connections and facilitate change. You will have the opportunity to practice powerful conversation techniques, and you will learn how to use these methods to improve performance and relationships. Powerful conversations require practice, careful thought, and constant reflection.

Approaching conversations systematically will allow you to improve critical interactions and shape them to get the results you want.

Date: 5/12/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

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FLEX Talk: Practical Communication Skills Using MBTI Personality Type Theory

Instructor: Linda Dillon Jones

Communication has never been more important than it is today. The world has become more sophisticated and complex and people have higher expectations. At the same time, we all work in a climate of increasing time pressures, financial constraints, and personal accountability. Given such competing demands it is not surprising that dissatisfaction and complaints continue to increase. Much of the time, these complaints and disagreements often relate more to what was said (or the way it was said) than what was done. By the end of instruction participants will be able to describe their own psychological type preferences in terms of the MBTI framework, identify the ways their type prefers to interact, and recognize behavior cues from each type preference. Further participants learn to identify behavioral cues and mental functions and explain how others prefer to receive communication in a professional setting. The session offers the time to discuss and begin to practice alternative ways of communicating with people of different type preferences to “flex” communication style. It is suggested, but not required, that participants have some past knowledge of the MBTI, although it is not expected that people will have gained that knowledge at Hopkins.

Date: 5/19/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

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The Mechanics of Leadership: Influencing Interpersonal and Group Outcomes

Instructor: Dick Kilburg

How can you use your leadership skills to work with a group to accomplish a goal? What is your personal style of influence? What tactics can you use to overcome resistance? Do you need a different “bag of tricks” when influencing subordinates, peers, and other leaders to deliver desired outcomes without negative consequences? This challenge is significant for dyads, small groups, and large departments. This session will provide the opportunity for more personal assessment, as well as case studies to practice the skills being taught.

Date: 6/11/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B101

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Influencing for Impact: A Workshop for Women in Leadership

Instructor: Linda Dillon Jones

Everyone feels frustrated at times by their inability to be heard by others. Yet women may find that this inability to be heard rises to the level of a problem which limits their effectiveness in the organization. Is it possible for women to be on an equal footing with their male colleagues, and consistently contribute at a level which is not compromised by stereotypic views or prejudice? Is it possible that the typical communication styles that women adopt may actually be contributing to the problem? Gender inequality at work can impact on personal effectiveness and limit the person’s ability to influence both the individual and organization. Strengthen your ability to influence others by identifying your preferred influencing styles and strategies. Adopt more productive approaches while maintaining your integrity and authenticity. Learn how the common communication patterns of men and women vary and how conventional assumptions may get in the way of real understanding. Practice strategies that will help you be heard in interpersonal and group situations. Strategize ways to effectively ask for behavior change from others, and how to leverage your personal power and influence.

Date: 4/21/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

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Leadership Challenges for Women: Decision-making and Risk-taking

Instructor: Linda Dillon Jones

Building a track record of smart, effective business decisions is critical to both success and status in any organization. However, being invited to the decision-making table can be a challenge, especially for women. This workshop provides the opportunity to think about your preferred decision-making and risk-taking style. Identify the barriers, which prevent you from confident decision-making and explore a strategic process to increase your visibility and credibility in any organization. Further, a series of useful and practical decision-making tools and strategies will be presented and discussed.

Date: 3/24/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

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Senior Leadership Transition Workshop

Instructor: Debbie Sampson

Getting a good start in a new leadership role is a critical aspect of any senior leader transition. This course is targeted at leaders new to their senior roles within the last 18-24 months, whether they come from inside or outside the University. The content focuses on the four key challenges new leaders face in addition to sizing up their new situation, understanding the University’s culture and the organizational dynamics during a leadership transition, developing an entry strategy, helping their staff transition, enhancing influence and strategic approaches, avoiding common mistakes, managing interpersonal challenges and managing the stress of transition. Information on the extensive resources for leaders within the university will also be provided.

Participants who might benefit most from the course might be those who supervise a group of faculty or professional staff or have significant program responsibility. This one day workshop will utilize both leadership best practice frameworks as well as integrating the collective wisdom of the leaders who are course participants.

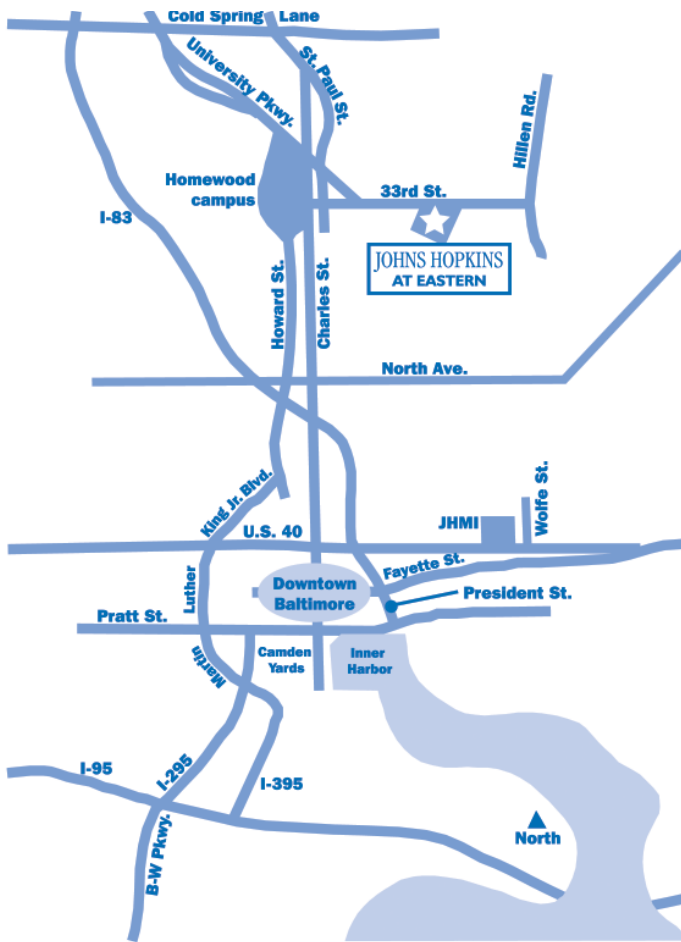
Date: 6/1/09 **Time:** 9:00 am - 4:00 pm

Location: 1101 E. 33rd Street, Room B102

TRAINING CENTER LOCATIONS

Map to Johns Hopkins at Eastern, 1101 E. 33rd Street, 1st Floor

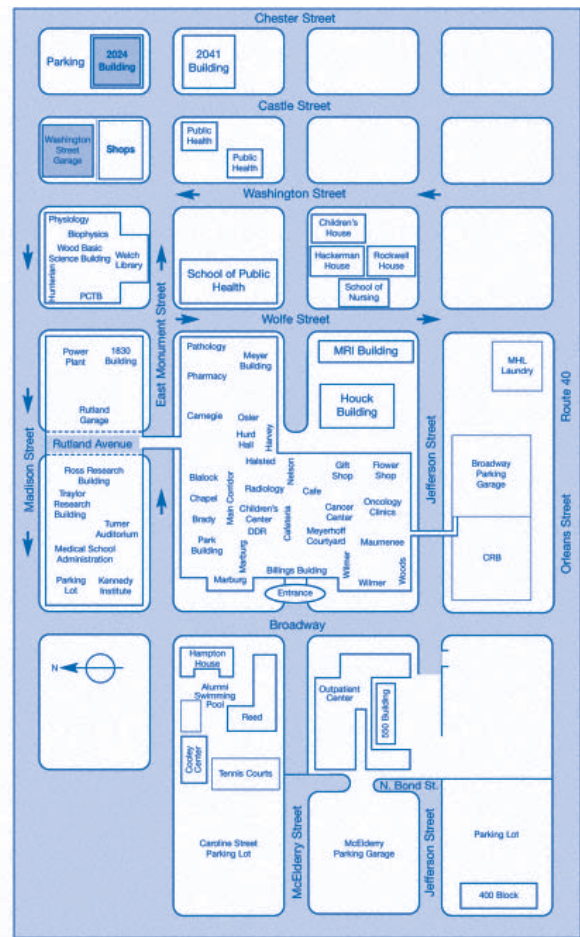
Parking: You may park on the Ellerslie lot (lower lot) on the west side of the building. At this time, there is no charge for parking; however, you will be asked to leave your license plate number at the security desk when you sign in.



Johns Hopkins at Eastern is 1 mile east of the Homewood campus on 33rd Street on the right hand (south) side of the street, directly across from YMCA.

Map to 2024 E. Monument Street, Suite 2-1000

Parking: Participants may park in the Washington Street Garage. Unfortunately, Learning and Development cannot reimburse for parking on the East Baltimore campus. The daily rate for this garage is \$10.



Transportation

All training facilities are easily accessible by public transportation. Participants may also use the JHU/JHMI Shuttle Service. Shuttle schedules may be found on the Web: <http://parking.jhu.edu>

TRAINING POLICY QUESTIONS

Am I eligible to take these classes?

These programs are open to all full-time and part-time faculty and staff on the university payroll.

Can other categories of Johns Hopkins employees attend?

The courses offered by Learning and Development are available to any individual with a work affiliation to the Johns Hopkins University who is employed as a temporary or student worker, as well as Post Doctoral Fellows and employees of the Johns Hopkins Medical Institutions. These categories of employees may register for courses only if space is available in the session requested, and only when their department approves their attendance, and the department is willing to pay the published course rate for the session. For departments that have a university budget number, payment can be made by placing a valid budget number on the registration form. A check issued by one of the Johns Hopkins Medical Institutions may also be used for payment. A copy of the check requisition must accompany the individual's registration form, be made payable to "Johns Hopkins University," and sent to Learning and Development, 1101 E. 33rd Street, Suite C130, Baltimore, MD 21218.

How do I register for a Management and Staff Development class?

To register for training classes through Learning and Development:

- Navigate your browser to <http://training.jhu.edu>
- Click on "myLearning@JohnsHopkins"
- Log in using your JHED ID and password
- Click on "Course Catalog" on the left side of the screen
- Scroll over to the Johns Hopkins University tab
- Click on the categories to see a list of available courses
- Select your class from the list
- Check the box next to the date that you wish to attend and click the "Add to My Plan" button
- Click "Next"
- You may now print your confirmation or select "Done" to return to your learning plan

If you have not registered online before, you may be asked to complete the Terms and Conditions agreement before you will be allowed to register for your chosen class. If this occurs, simply click on the "Terms and Conditions" link and then click on the "Take Course" button. Keep in mind that this is not actually a course, but merely a statement explaining our policies. Please read the statement and click "I Agree" and then close the window when instructed. You will now be able to register for your original course. You may also complete the registration form found on page 27 and fax the signed form to the Project Management Office at (443) 997-6867.

I was added to the waiting list for a class which was full. How will I know if I got in?

If a space becomes available you will be contacted via e-mail.

Does this come out of my Tuition Remission money? How much do these classes cost?

NO, classes for which full-time and part-time faculty and staff register and attend are charged to Staff Development Remission, a separate benefit from Tuition Remission. This payment transaction is handled by the center without any further attention on your part,

when you sign the class roster to indicate you have attended the full time allotted for the course. Course fees vary.

How do I cancel a class I'm registered for?

Written notice of cancellation must be made at least one week before the class and faxed to (443) 997-6867 or e-mailed to MSDProgram@jhu.edu (i.e., if your class is on a Friday, you will need to send your cancellation notice to the center by the previous Friday, EOB). Classes for which staff register but do not attend, or cancel without at least one week's notice, are charged to the department budget number authorized on the registration form. Participants will receive a notice of cancellation from the center. If your name is on the roster and you do not attend, your department will be charged. Departments are responsible for cancellations if a staff member transfers to another department or leaves the university. Exceptions may be made for absences, such as the death of a family member, unexpected hospitalizations, automobile or personal injury accidents, and serious illness with official written documentation. Conflicts in work schedules do not qualify for waivers. Written documentation is required in all instances.

I am registered for a class tomorrow that I won't be able to attend. Is there anything I can do so my department budget won't be charged?

Departments may send a substitute if that person has the same learning goal as the original participant. Staff substituted must be in a similar position, have the same objectives for attending, and be otherwise eligible.

What if I have to arrive late or leave early?

The university's normal business hours are 8:30 am - 5:00 pm. To allow for travel from your regular work location, training is conducted between the hours of 9:00 am and 4:00 pm (unless otherwise stated in the catalog). Please plan to arrive by 8:30 am, to allow sufficient time to: find a parking space, meet the instructor and your fellow students, clear your mind to prepare for learning, and receive your course materials. Plan for mid-morning and mid-afternoon breaks, to have an hour free for lunch, and for the course to run its full, allotted time. Due to the disruption to the class and to the learning experiences of other attendees, participants who arrive late (in the morning or after lunch) will not be allowed to enter courses that are already in progress. Leaving classes early means that you will not have the opportunity to gain all of the learning outcomes that were intended for the course. Arriving late or leaving early on your part will result in your department being charged for the cost of the full day of training. We design each of these training experiences to be a learning-filled day, and we ask that you plan your day to make the most of it!

Whom should I call if there is inclement weather?

Please call the university Weather Emergency Line at (410) 516-7781 or, from outside the Baltimore area, 1 (800) 548-9004. If the university closes or delays opening, all classes will be canceled. When the university is open during inclement weather, all attempts will be made to hold scheduled classes.

Will food be served?

NO, food will not be served. There are microwaves and refrigerators available for food brought from home.

MANAGEMENT & STAFF DEVELOPMENT REGISTRATION FORM

Log on to our website at <http://training.jhu.edu> for more information. **FAX form to (443) 997-6867**

NAME _____ SAP PERSONNEL NUMBER _____

JHU DEPT _____ JHU PHONE _____ JHU FAX _____

JHU ADDRESS _____ E-MAIL ADDRESS _____

PLEASE PRINT LEGIBLY AS REGISTRATION WILL BE CONFIRMED BASED ON INFORMATION PROVIDED HERE.

TITLE	DATE/S*

PHOTOCOPY THIS FORM IF MORE SPACE IS NEEDED

*If the session is full when registration is received, you will be placed on the wait list and notified when another session is available.

Budget Authorization (Registration will not be processed without a valid cost center number, internal number, check, or money order.)
Please check the box that applies to your employment status

- I am a full- or part-time university employee. Charge this internal order or cost center number if I do not attend, (and fail to cancel with seven day's notice), arrive too late to join a class that is already in progress, or fail to complete the full session.
- I am a casual employee or post-doctoral fellow, but work in a department that has a university internal order or cost center number. Charge the cost of my training to this number.
- I am NOT a full- or part-time university employee but work in a department that has a university internal order or cost center number. Charge the cost of my training to this number.
- I am a non-university employee. I have attached a copy of my check requisition or personal check, made payable to **Johns Hopkins University**, and mailed it to: TMOD Project Management Office, 1101 E. 33rd Street, Suite C130 Baltimore MD 21218.

PLEASE PROVIDE ONE OF THE REQUIRED FORMS OF BUDGET INFORMATION:

SAP Internal Order number _____ Signature _____

OR

SAP Cost Center number _____ Signature _____

Only internal order and cost center numbers of non-sponsored accounts will be accepted for registration.

Supervisory Approval (Supervisory approval is required to release staff for time away from the office.)

Supervisor's Name _____ Supervisor's Signature _____

By signing above, I accept and understand the Staff Development Remission Policy.

Please allow a 48-hour turnaround time for your confirmation notices. Confirmation notices will be sent via the information listed on this form. Courses for which staff register and attend are charged to staff development remission. The departmental cost center number authorized on this form will be charged if a staff member registers but does not attend and cancel without at least one week's notice or arrives after the start of the session.

THIS FORM COMPLETES THE APPLICATION PROCESS. NO TUITION REMISSION FORMS ARE REQUIRED.

Your registration will be confirmed via e-mail.

Questions? Please Contact: Learning and Development, 1101 E. 33rd Street, Suite C130 Baltimore, MD 21218
 MSDPgram@jhu.edu Phone: (443) 997-6800 Fax: (443) 997-6867

The Johns Hopkins University
Talent Management and Organization Development
Johns Hopkins at Eastern
1101 E. 33rd Street, Suite C-130
Baltimore, MD 21218

*Learning & Development Programs
for Management & Staff Development*

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(must be
placed by
the printer)

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