

Course Catalog



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Harvard ManageMentor Library.....	3
LDH-HMM03 Budgeting	3
LDH-HMM06 Business Case Development.....	3
LDH-HMM35 Business Plan Development	4
LDH-HMM29 Career Management	5
LDH-HMM04 Change Management	5
LDH-HMM05 Coaching	6
LDH-HMM24 Crisis Management.....	7
LDH-HMM11 Customer Focus.....	7
LDH-HMM23 Decision Making	8
LDH-HMM07 Delegating	9
LDH-HMM08 Developing Employees	9
LDH-HMM25 Difficult Interactions.....	10
LDH-HMM09 Dismissing an Employee	10
LDH-HMM12 Diversity.....	11
LDH-HMM43 Ethics at Work	11
LDH-HMM13 Feedback Essentials.....	12
LDH-HMM10 Finance Essentials.....	12
LDH-HMM44 Global Collaboration.....	13
LDH-HMM39 Goal Setting	13
LDH-HMM14 Hiring	14
LDH-HMM26 Innovation and Creativity	14
LDH-HMM15 Innovation Implementation	15
LDH-HMM19 Laying Off Employees	15
LDH-HMM21 Leading and Motivating.....	16
LDH-HMM27 Managing Upward	16
LDH-HMM31 Marketing Essentials	17
LDH-HMM38 Meeting Management.....	18
LDH-HMM33 Negotiating.....	18
LDH-HMM02 New Manager Transitions	19
LDH-HMM01 Performance Appraisal.....	19
LDH-HMM32 Performance Measurement	20
LDH-HMM34 Persuading Others	20

LDH-HMM22 Presentation Skills	21
LDH-HMM17 Process Improvement	21
LDH-HMM36 Project Management.....	22
LDH-HMM37 Retaining Employees	22
LDH-HMM40 Strategic Thinking.....	23
LDH-HMM16 Strategy Execution.....	23
LDH-HMM28 Stress Management	24
LDH-HMM20 Team Leadership	24
LDH-HMM18 Team Management	25
LDH-HMM30 Time Management	25
LDH-HMM41 Virtual Teams	26
LDH-HMM42 Writing Skills.....	26

Harvard ManageMentor Library

LDH-HMM03 Budgeting

MEA Certificate Number **MEA11761**

Continuing Education Unit (CEU) **0.1**

Course Description

Learn about the budget process, different types of budgets, and common budgeting problems--so you can allocate resources wisely to meet your goals.

Concepts

- Budgeting Overview
- Types of Budgets
- Approaches to Budgeting
- How to Categorize Expenses
- Preparing an Operating Budget—Goals and Assumptions
- Preparing an Operating Budget—Forecasting Sales and Revenues
- Preparing an Operating Budget—Cost of Goods Sold, SG&A, and Operating Income
- Capital Budgets
- Capital Budgeting
- Capital Budgeting Techniques
- Sensitivity Analysis
- Variance in Budgeting
- Linking the Budget to the Balanced Scorecard

Objectives

- Understand what budgets are and how the budgeting process works.
- Prepare different types of budgets.
- Create "what if" scenarios.
- Monitor and evaluate budget performance.

LDH-HMM06 Business Case Development

MEA Certificate Number **MEA11765**

Continuing Education Unit (CEU) **0.1**

Course Description

Learn how to create an effective business case, from defining the opportunity and analyzing alternatives to presenting your final recommendations.

Concepts

- Business Case Basics
- Defining the Opportunity
- Identifying Alternatives
- Gathering Data and Estimating a Time Frame
- Analyzing Your Data
- Sample Case Analysis
- Choosing a Solution and Assessing Risks
- Creating a High-Level Implementation Plan
- Communicating Your Case

Objectives

- Clearly define the opportunity you'll want to address in your business case.
- Identify and analyze a range of alternatives.
- Recommend one option and assess its risks.
- Create a high-level implementation plan for your proposed alternative.
- Communicate your case to key stakeholders.

LDH-HMM35 Business Plan Development

MEA Certificate Number **MEA11793****Continuing Education Unit (CEU)** **0.1****Course Description**

Takes you step by step through the process of preparing an effective plan for a business proposal. The steps you will learn are applicable to launching a new internal product as well as seeking funding for a new start-up business.

Concepts

- The Business Plan Overview
- Shaping the Process
- The Structure of the Business Plan
- Opening Sections
- The Executive Summary
- The Business Description
- The Business Environment Analysis
- Industry Background
- The Marketing Plan
- The Operations Plan
- The Management Summary
- The Financial Plan
- Attachments and Milestones

Objectives

- Learn the kinds of information that need to be contained in a successful business plan.
- Present that information so that your readers get what they need and understand quickly what you're asking of them.

LDH-HMM29 Career Management

MEA Certificate Number **MEA11787****Continuing Education Unit (CEU)** **0.1****Course Description**

Learn how to manage your career-including how to identify your business interests, professional values, and skills in order to target your most exciting career possibilities.

Concepts

- What Is Career Development?
- Taking Charge of Your Career
- Knowing Yourself
- Clarify Your Work Values
- Assess Your Skills
- Finding Development Opportunities at Your Company
- Helping Others Manage Their Careers
- Frequently Asked Questions

Objectives

- Identify your core business interests, work reward values, and skills.
- Identify the career opportunities within your current role or organization that will let you express those interests, achieve those rewards, and use or develop those skills.
- Benefit from career-development resources and processes like career counselors, mentors, networking, informational interviewing, and professional development reviews.
- Help others manage their careers.

LDH-HMM04 Change Management

MEA Certificate Number **MEA11762****Continuing Education Unit (CEU)** **0.1****Course Description**

Learn how to manage change constructively and navigate the ups and downs that inevitably accompany a change effort.

Concepts

- The Dimensions of Change
- Being Ready for Change
- Change Management
- Implementing Change
- Communicating Change
- Understanding Reactions to Change
- Taking Care of Yourself During Change

Objectives

- Recognize the different types of change programs observed in organizations.
- Prepare your unit or group to become change-ready.
- Understand a systematic approach for creating and implementing change.
- Recognize the importance of communicating throughout all phases of a change effort.
- Understand and address people's reactions to change.
- Take care of yourself during a change program.

LDH-HMM05 Coaching

MEA Certificate Number **MEA11764**

Continuing Education Unit (CEU) **0.1**

Course Description

Learn how to strengthen your coaching skills by using a four-step process to facilitate the professional growth of the employees you coach.

Concepts

- Coaching Overview
- The Coaching Process
- Preparation
- Initial Discussion
- Ongoing Dialogue
- Follow Up
- Strengthening Your Coaching Skills

Objectives

- Recognize that coaching is an ongoing, two-way process that takes place as the need or opportunity arises.
- Implement a four-step process to prepare for and lead effective coaching sessions.
- Conduct coaching sessions using a variety of coaching techniques.
- Provide ongoing support and follow-through for the person being coached.
- Strengthen your coaching skills.

LDH-HMM24 Crisis Management

MEA Certificate Number **MEA11763**

Continuing Education Unit (CEU) **0.1**

Course Description

Learn a practical, hands-on method for looking at crises--from developing a crises audit to avoid and prepare for crises, to managing an actual crisis, to learning from past events.

Concepts

- What Is a Crisis?
- Avoiding the Crisis
- Preparing to Manage the Crisis
- Recognizing the Crisis
- Containing the Crisis
- Resolving the Crisis
- Learning from the Crisis
- Managing Yourself During the Crisis
- Frequently Asked Questions

Objectives

- Avoid a crisis through planning.
- Prepare to manage crises you can't avoid.
- Recognize a crisis and contain it before it spreads even further.
- Resolve a crisis in the most effective way.
- Learn from past crises.
- Take care of yourself during a crisis.

LDH-HMM11 Customer Focus

MEA Certificate Number **MEA11770**

Continuing Education Unit (CEU) **0.1**

Course Description

Learn how to target the right customers and build their long-term loyalty by developing systems for learning about—and responding to—their needs.

Concepts

- Facts about Customers and Loyalty
- Targeting the Right Customers
- How Loyalty Affects Profitability

- Building Employee Capability
- Knowing the Customer
- Delivering Value

Objectives

- Understand the service profit chain—and in particular the interrelationships among customer.
- Satisfaction, customer loyalty, employee capability, and company profitability.
- Build and refine a process for delivering extraordinary value to these key customers.

LDH-HMM23 Decision Making

MEA Certificate Number **MEA11782****Continuing Education Unit (CEU)** **0.1****Course Description**

Learn how to identify underlying issues related to a decision, generate and evaluate multiple alternatives, and then communicate and implement your decision.

Concepts

- Decision-Making Overview
- Setting the Stage
- Recognizing Obstacles
- Framing the Issue
- Generating Alternatives
- Evaluating Alternatives
- Making the Decision
- Communicating the Decision
- Implementing the Decision
- Assessing the Decision-Making
- Ethics and Decision Making

Objectives

- Create a context for making successful and ethical business decisions.
- Identify common obstacles that stand in the way of effective decision making.
- Assess the underlying issues related to the decision.
- Generate and evaluate multiple alternatives.
- Make a final decision.
- Communicate and implement the decision.

LDH-HMM07 Delegating

MEA Certificate Number **MEA11766**

Continuing Education Unit (CEU) **0.1**

Course Description

Learn how to choose what to delegate, match employee and delegated assignment, and set the stage for success by both developing your employees and freeing up your time for critical managerial tasks.

Concepts

- What Is Delegating?
- Guidelines for Effective Delegating
- Approaches to Delegation
- Preparing to Delegate
- Making the Assignment
- Monitoring a Delegation
- Handling Obstacles
- After the Assignment Is Complete
- Frequently Asked Questions

Objectives

- Use different approaches to delegating.
- Use different methods to select the right person for the job.
- Support, monitor, and track the assignment.

LDH-HMM08 Developing Employees

MEA Certificate Number **MEA11767**

Continuing Education Unit (CEU) **0.1**

Course Description

Learn how to encourage your employees to learn and grow, while maximizing the return on the management time you invest in employee development.

Concepts

- Why Develop Employees?
- Addressing Developmental Needs
- Acknowledge Employee Differences
- Using the Performance and Potential Grid
- Keeping Top Employees Motivated
- Growing Competent Employees
- Acting on Underperformers
- The Career Development Discussion

Objectives

- Understand why employee development is critical to business success.
- Recognize your role in developing employees.
- Evaluate your employees' individual developmental needs.
- Motivate top employees, grow solid contributors, and act decisively on underperformers.
- Conduct successful career development discussions.

LDH-HMM25 Difficult Interactions

MEA Certificate Number **MEA11783****Continuing Education Unit (CEU)** **0.1****Course Description**

Learn how to discuss and resolve difficult interactions in the workplace--whether with employees, peers, bosses, or even suppliers and customers.

Concepts

- What Are Difficult Interactions?
- Causes of Difficult Interactions
- To Manage a Difficult Interaction—Or Let It Go?
- Assessing the Facts
- Identifying the Emotions
- Dealing with Threats to Your Self-Image
- Solving the Problem
- Managing Difficult Interactions

LDH-HMM09 Dismissing an Employee

MEA Certificate Number **MEA11768****Continuing Education Unit (CEU)** **0.1****Course Description**

Learn how to effectively manage a dismissal--including making key decisions before, during, and after the critical event--and then how to set your team on a positive new path.

Concepts

- A Difficult Moment
- The legal implications of dismissals
- How effectively do dismissals solve the problem?
- Taking Care of Yourself During a Dismissal
- Understanding the Grounds for a Dismissal

- Considering Alternatives
- Handling a Dismissal Professionally
- Handling the Details After a Dismissal
- Leading Your Team After a Dismissal
- Learning from a Dismissal
- Key Terms
- Frequently Asked Questions

LDH-HMM12 Diversity

MEA Certificate Number **MEA11771**

Continuing Education Unit (CEU) **0.1**

Course Description

Learn how to manage diversity to extract maximum value from your employees' differences -- including how to recruit diverse talent, resolve diversity-related conflicts, and communicate with employees and customers from other cultures.

Concepts

- What Is Diversity?
- Thinking Differently About Differences
- Handling Diversity-Related Conflict
- Fostering an Inclusive Environment
- Tapping Diversity's Value
- Recruiting a Diverse Team
- Retaining Diverse Employees
- Understanding Culture
- Communicating Across Cultures

LDH-HMM43 Ethics at Work

MEA Certificate Number **MEA11801**

Continuing Education Unit (CEU) **0.1**

Course Description

Learn how to use a three-step framework to solve "right vs. right" ethical dilemmas and what you can do to foster a climate of integrity within your organization.

Concepts

- Defining Workplace Ethics
- Making Ethical Decisions: Why You Need a Framework

- Gathering and Analyzing the Facts
- Considering the Consequences
- Testing Your Decision
- What Are a Manager's Ethical Responsibilities?
- Understanding Why Good Managers Behave Unethically
- Making Ethical Decisions Across Borders

LDH-HMM13 Feedback Essentials

MEA Certificate Number **MEA11772**

Continuing Education Unit (CEU) **0.1**

Course Description

Learn when and how to give effective positive or corrective feedback, how to offer feedback upward, and how to receive feedback.

Concepts

- What Is Feedback?
- Deciding When and How to Deliver Feedback
- Giving Feedback Effectively
- Receiving Feedback Openly
- Customizing Feedback
- Providing Upward Feedback
- Managing Barriers to Feedback
- Acting When Feedback Calls for Change
- Frequently Asked Questions

LDH-HMM10 Finance Essentials

MEA Certificate Number **MEA11769**

Continuing Education Unit (CEU) **0.1**

Course Description

Learn the essential concepts of finance--budgeting, forecasting, and planning. For managers who are not financial managers.

Concepts

- Monitoring Financial Health
- The Income Statement
- The Balance Sheet
- The Cash Flow Statement

- Comparing the Three Financial Statements
- Measuring Financial Health
- The Budget Process
- Preparing a Budget
- Articulating Your Assumptions
- What Is Cost/Benefit Analysis?
- Return on Investment and Payback Period
- Net Present Value and Internal Rate of Return
- Sensitivity Analysis
- Estimating Unquantifiable Benefits and Costs
- Breakeven Analysis
- Tracking Performance
- Key Terms

LDH-HMM44 Global Collaboration

MEA Certificate Number **MEA11802**

Continuing Education Unit (CEU) **0.1**

Course Description

Learn how to manage a global collaboration - including how to negotiate, build trust, overcome language barriers, and navigate geographical as well as cultural challenges.

Concepts

- Doing Business Across Borders
- Defining Culture
- Building Your Cultural Intelligence
- Establishing Trust
- Negotiating Across Cultures
- Overcoming Language Barriers
- Surmounting Challenges of Physical Distance
- Aligning a Global Team

LDH-HMM39 Goal Setting

MEA Certificate Number **MEA11797**

Continuing Education Unit (CEU) **0.1**

Course Description

Learn how to set realistic goals, prioritize tasks, and track milestones to improve performance and morale.

Concepts

- Goal Setting: An Overview
- Setting SMART Goals
- Developing Unit Goals
- Developing Individual Goals
- Maximizing Goal Success
- Accomplishing Goals
- Evaluating Goals

LDH-HMM14 Hiring

MEA Certificate Number **MEA11773****Continuing Education Unit (CEU)** **0.1****Course Description**

Learn how to identify the particular skill set needed for a job, and then how to research and interview leading candidates until you find the one who best fills your need.

Concepts

- Hiring Overview
- Defining Job Requirements
- Recruiting Promising Candidates
- Preparing to Interview
- Conducting the Interview
- Maintaining Control of the Interview
- Asking Effective Questions
- Asking Personal Questions
- Evaluating Candidates
- Making the Offer

LDH-HMM26 Innovation and Creativity

MEA Certificate Number **MEA11784****Continuing Education Unit (CEU)** **0.1****Course Description**

Learn how to manage an intellectually diverse work group and their environment to produce more-and better-ideas that encourage innovation when developing products and work processes.

Concepts

- The Manager's Role
- What Are Creativity and Innovation?
- Key Misconceptions
- Five Steps in the Creative Process
- Characteristics of Creative Groups
- Different Thinking Styles
- Building Intellectual Diversity
- Fostering Creative Abrasion
- Enhancing the Psychological Environment
- Enriching the Physical Environment
- Divergent Thinking Techniques
- Convergence Techniques

LDH-HMM15 Innovation Implementation

MEA Certificate Number **MEA11774****Continuing Education Unit (CEU)** **0.1****Course Description**

Learn how to implement an innovation--from crafting a vision statement to gaining support and managing resistance--and turn an idea into reality.

Concepts

- Innovation and Innovators
- Developing an Inspiring Vision of Your Innovation
- Identifying Stakeholders
- Cultivating Your Informal Support Network
- Building a Business Case
- Communicating with Stakeholders
- Managing Resistance to New Ideas and Change
- Staying Passionate About Your Innovation

LDH-HMM19 Laying Off Employees

MEA Certificate Number **MEA11778****Continuing Education Unit (CEU)** **0.1****Course Description**

Learn how to effectively manage a layoff--including making key decisions before, during, and after the critical event--and then how to set your team and company on a positive new path.

Concepts

- What Is a Layoff?
- Taking Care of Yourself Through a Layoff
- Understanding the Grounds for a Layoff
- Deciding Whom to Lay Off
- Communicating a Layoff to Employees
- Informing Employees Who Are Being Laid Off
- Helping Displaced Workers After a Layoff
- Managing Layoff Survivors
- Leading Your Team After a Layoff
- Learning from a Layoff
- Key Terms
- Frequently Asked Questions

LDH-HMM21 Leading and Motivating

MEA Certificate Number **MEA11780****Continuing Education Unit (CEU)** **0.1****Course Description**

A synopsis of the essential tasks of leadership: setting direction, aligning people, and motivating others. Learn how to recognize the skills and characteristics of effective leaders, create an inspiring vision, and energize people to support and work toward your goals.

Concepts

- What Leaders Really Do
- Skills and Characteristics of Leaders
- Adapting Your Leadership Style
- Crafting a Vision That Others Will Follow
- Aligning People Through Successful Communication
- Motivating Others
- Energizing Difficult People
- Creating a Work Environment that Motivates

LDH-HMM27 Managing Upward

MEA Certificate Number **MEA11785****Continuing Education Unit (CEU)** **0.1**

Course Description

How well do you work with your supervisor? Gain insight into developing a mutually rewarding relationship, with skills for communicating and negotiating with your manager. Includes tips on presenting problems or opportunities to your supervisor and accepting responsibility for your proposed actions.

Concepts

- The Purpose of Managing Upward
- Developing a Relationship with Your Manager
- Communicating with Your Manager
- Negotiating with Your Manager

LDH-HMM31 Marketing Essentials

MEA Certificate Number **MEA11789**

Continuing Education Unit (CEU) **0.1**

Course Description

Written especially for non-marketing managers, this module includes fundamentals that will help people throughout the organization better understand the importance of marketing and how it relates to them.

Concepts

- Marketing Overview
- Marketing Orientation
- Satisfying Your Customers
- Developing Your Marketing Orientation
- Defining Your Target Market
- Understanding Your Consumer Market
- Understanding Your Organizational Market
- Understanding Your Competition
- Developing Your Marketing Strategy
- Marketing Communications
- New Product Development
- From Marketing Plan to Market
- Direct Marketing
- Relationship Marketing
- Key Terms
- Frequently Asked Questions

LDH-HMM38 Meeting Management

MEA Certificate Number **MEA11796**

Continuing Education Unit (CEU) **0.1**

Course Description

A timesaving guide to planning and conducting meetings from start to finish. Covers preparation, keeping the meeting on track, and follow-up. Includes expert advice for dealing with problem behaviors exhibited by meeting participants.

Concepts

- Types and Purposes of Meetings
- Creating an Agenda
- Preparing for the Meeting
- How Groups Reach Decisions
- Conducting a Meeting
- When Bad Things Happen to Good Meetings
- Ending a Meeting
- Following Up After a Meeting
- Virtual Meetings

LDH-HMM33 Negotiating

MEA Certificate Number **MEA11791**

Continuing Education Unit (CEU) **0.1**

Course Description

A practical guide to becoming an effective negotiator. Includes steps to guide you through the negotiation process: assessing your interests as well as those of the other party, developing opportunities that create value, avoiding common barriers to agreement, and implementing strategies to make the negotiation process run smoothly.

Concepts

- Types of Negotiation
- Multiphase and Multiparty Negotiations
- Four Key Concepts in Negotiation
- Nine Steps to a Deal
- Negotiation Tactics
- Barriers to Agreement
- Mental Errors
- Skills of Effective Negotiators
- Key Terms
- Frequently Asked Questions

LDH-HMM02 New Manager Transitions

MEA Certificate Number **MEA11760**

Continuing Education Unit (CEU) **0.1**

Course Description

Learn what it means to be a manager, as well as how to navigate the complex and often stressful transition from individual contributor to a new manager.

Concepts

- Myths About Managers
- Roles and Expectations
- Setting Agendas and Building
- Taking a Broader View
- Managing Teams
- Managing Individuals
- Putting It All Together
- Promoting Diversity and Understanding Group Culture
- Building Self-Awareness
- The Power of Emotional Intelligence
- Coping with New Emotions
- Reaping the Rewards
- Frequently Asked Questions

LDH-HMM01 Performance Appraisal

MEA Certificate Number **MEA11759**

Continuing Education Unit (CEU) **0.1**

Course Description

Learn how to prepare for, conduct, and follow up on performance evaluations--in ways that link employee performance to your company's and group's goals.

Concepts

- The Purpose of Assessing Performance
- Preparing for a Performance Appraisal Meeting
- Conducting a Performance Appraisal Meeting
- Recording the Meeting
- Following Up
- Frequently Asked Questions

LDH-HMM32 Performance Measurement

MEA Certificate Number **MEA11790**

Continuing Education Unit (CEU) **0.1**

Course Description

Learn about performance measurement systems and how to apply a disciplined process to measure your group's performance and assess its results.

Concepts

- Performance Measurement Overview
- Key Performance Indicators
- Performance Measurement Systems
- Performance Measurement as a
- Deciding What to Measure
- Gathering Performance Data
- Interpreting Performance Results
- Avoiding Performance Measurement Pitfalls
- From Performance Measurement to Performance Management
- Key Terms

LDH-HMM34 Persuading Others

MEA Certificate Number **MEA11792**

Continuing Education Unit (CEU) **0.1**

Course Description

Master the art and science behind successful persuasion -- and begin changing others' attitudes, beliefs, or behavior to create win-win solutions. Formal authority no longer gets managers as far as it used to. To do their job -- accomplishing work through others -- managers must develop and use persuasion skills rather than simply issue orders.

Concepts

- Persuasion Overview
- Building Your Credibility
- Understanding Your Audience
- Winning Your Audience's Mind
- Winning Your Audience's Heart
- Overcoming Resistance
- Understanding Persuasion Triggers
- Leveraging the Power of Audience
- Key Terms

LDH-HMM22 Presentation Skills

MEA Certificate Number **MEA11781**

Continuing Education Unit (CEU) **0.1**

Course Description

Sound advice on preparing and delivering presentations that command attention, persuade, and inspire. Includes rehearsal techniques as well as tips for creating and using more effective visuals. Also addresses the importance of understanding your objectives and your audience to create a presentation with impact.

Concepts

- Presentation Overview
- Laying the Foundation for Your Presentation
- Deciding What to Say
- Organizing Your Presentation
- Using Visuals
- Rehearsing
- Presenting Effectively
- Handling Questions
- Making Group Presentations
- Evaluating Your Presentation

LDH-HMM17 Process Improvement

MEA Certificate Number **MEA11776**

Continuing Education Unit (CEU) **0.1**

Course Description

In this topic, you'll learn what business processes are; why improving them is essential; and how to carry out a business process improvement (BPI) initiative.

Concepts

- Understanding Business Processes
- What Is Business Process Improvement?
- Planning a Process Improvement
- Analyzing the Existing Process
- Redesigning Your Process
- Acquiring Needed Resources
- Implementing Your Redesigned Process
- Continually Improving Your Process

LDH-HMM36 Project Management

MEA Certificate Number **MEA11794**

Continuing Education Unit (CEU) **0.1**

Course Description

Learn the nuts and bolts of project management, including project planning, budgeting, team-building, execution, and risk analysis. Covers useful tools and techniques such as GANTT and PERT charts, Work Breakdown Structure, and variance analysis.

Concepts

- Project Management Overview
- Identifying Project Needs and Objectives
- Understanding Competing Demands and "Scope Creep"
- Defining Roles and Responsibilities
- Creating a Project Charter
- Developing High-Level Estimates
- Assembling Your Team & Assigning Tasks
- Developing a Budget
- Developing a Schedule
- Creating a Communications Plan
- Launching and Monitoring the Project
- Managing Risk
- Wrapping Up the Project

LDH-HMM37 Retaining Employees

MEA Certificate Number **MEA11795**

Continuing Education Unit (CEU) **0.1**

Course Description

Why do employees stay with -- or leave -- their jobs? Learn strategies for attracting and keeping top performers, how to handle common obstacles to retention such as burnout and work/life imbalance, and how to develop programs that address the diverse needs and interests of your workforce.

Concepts

- Employee Retention Overview
- Why Is Retention More Important Than Ever?
- What Makes Retention So Challenging?
- The Special Challenges of a Diverse Work Force
- Hiring Right: The First Step to Retention
- Stay Competitive
- Cultivate the Right Culture

- Help Managers Help Employees Stay
- Help Employees Avoid Burnout
- Frequently Asked Questions
- Key Terms

LDH-HMM40 Strategic Thinking

MEA Certificate Number **MEA11798**

Continuing Education Unit (CEU) **0.1**

Course Description

Practical advice for managers in charge of shaping and executing organizational strategy. Includes tips for analyzing opportunities, challenges, and the potential consequences of high-level action plans. Addresses identification of broad patterns and trends, creative thinking, analysis of complex information, and prioritization of actions.

Concepts

- Strategic Thinking Overview
- Defining Characteristics of Strategic Thinkers
- Strategic Thinking as a Process
- Seeing the Big Picture
- Clarifying Strategic Objectives
- Identifying Relationships, Patterns, and Trends
- Thinking Creatively
- Analyzing Information
- Prioritizing Your Actions
- Making Trade-Offs

LDH-HMM16 Strategy Execution

MEA Certificate Number **MEA11775**

Continuing Education Unit (CEU) **0.1**

Course Description

Learn what strategy is, how senior management and units work together to develop strategy, and how units support a company's strategy by developing and executing action plans for strategic initiatives. In many companies, senior management and units are involved in the strategic planning process. Why? This ensures that a company's strategies -- both corporate and unit -- are tightly aligned and that successful implementation can follow.

Concepts

- Strategy Overview
- The Strategic Plan

- The Strategic Planning Process
- Strategic Initiative Action Plan
- Defining Objectives and Metrics
- Determining Resources
- Clarifying Interlocks
- Keeping Action Plans Aligned and on Course
- Establishing Accountability
- Creating an Environment for Excellence
- Evaluating and Rewarding Performance

LDH-HMM28 Stress Management

MEA Certificate Number **MEA11786**

Continuing Education Unit (CEU) **0.1**

Course Description

Learn the difference between positive stress that enhances productivity and negative stress that breeds tension, lowers productivity, and undercuts job satisfaction. Includes strategies for dealing with underlying causes of worry and stress, with tactical advice and coping mechanisms for immediate problem management.

Concepts

- Overload and Toxic Worry
- Positive Stress and Productive Worry
- Assessing Your Stress Level
- Taking Charge of Stress
- Turning Worry into Action
- Connecting with Others
- Connecting with Yourself
- Letting Your Body Help You Relieve Stress
- Practice Good Stress Habits
- Frequently Asked Questions

LDH-HMM20 Team Leadership

MEA Certificate Number **MEA11779**

Continuing Education Unit (CEU) **0.1**

Course Description

Learn how to establish a team with the right mix of skills and personalities and create a culture that promotes collaborative work. Covers steps to leading an effective team and includes innovative, easy-to-implement self-evaluation tools.

Concepts

- Overload and Toxic Worry
- Positive Stress and Productive Worry
- Assessing Your Stress Level
- Taking Charge of Stress
- Turning Worry into Action
- Connecting with Others
- Connecting with Yourself
- Letting Your Body Help You Relieve Stress
- Practice Good Stress Habits
- Frequently Asked Questions

LDH-HMM18 Team Management

MEA Certificate Number **MEA11777**

Continuing Education Unit (CEU) **0.1**

Course Description

Focus is essential to effective teamwork. Learn how to diagnose and overcome common problems - such as poor communication and interpersonal conflict - that can impede team progress, learn to take corrective measures to remove team problems and improve team performance.

Concepts

- Understanding How Teams Get Derailed
- Fostering Team Identity
- Helping Your Team Make Decisions
- Promoting Better Team Communication
- Resolving Team Conflicts
- Encouraging Team Participation
- Fostering Creativity in Your Team
- Helping Your Team Avoid "Groupthink"
- Improving a Team Leader's Skills

LDH-HMM30 Time Management

MEA Certificate Number **MEA11788**

Continuing Education Unit (CEU) **0.1**

Course Description

This module will help you master effective time management techniques. Learn how to analyze how you currently spend your time and pinpoint opportunities for improvement, set goals, prioritize tasks, plan your time efficiently using scheduling tools, control time-wasters, and evaluate your schedule once it is underway.

Concepts

- Why Manage Your Time?
- Identifying and Prioritizing Goals
- Breaking Goals into Tasks
- Analyzing How You Spend Your Time
- Recognizing and Defeating Common "Time-Wasters"
- Scheduling Time More Effectively
- Monitoring and Improving Your Time-Management Strategies
- Dealing with Time-Wasting Bosses
- Balancing the Demands on Your Work and Personal Time
- Helping Your Employees Manage Their Time

LDH-HMM41 Virtual Teams

MEA Certificate Number **MEA11799**

Continuing Education Unit (CEU) **0.1**

Course Description

Concrete suggestions for forming virtual teams, including assessing their technology and communication needs, structuring the team to build trust, and keeping the team on track.

Concepts

- Working with a Virtual Team
- Establishing a Foundation for Success
- Fostering Team Identity and Collaboration
- Aligning Team Members through Communication
- Coaching a Virtual Team
- Making Technology Decisions
- Using Technology for Live Meetings

LDH-HMM42 Writing Skills

MEA Certificate Number **MEA11800**

Continuing Education Unit (CEU) **0.1**

Course Description

Skillful writing helps you accomplish your business objectives and extends your influence as a manager. Learn to create clearer, more effective written communications. Includes specific guidelines for preparing memos, letters, emails, and other common business documents.

Concepts

- Understanding the Basics
- Getting Started
- Organizing Your Material
- Writing the First Draft
- Structuring Paragraphs
- Editing for Content
- Editing for Style
- Drafting E-mail