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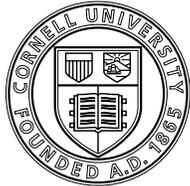
Federal, state, and local government employees now have access, via NTIS, to the best of Cornell University's professional online education programs. Through this partnership with NTIS, eCornell offers government agencies and employees substantial savings on the cost of certificate programs and courses.

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Certificate Program

Change Leadership

A six-course certificate series from Cornell University



ILRSM509 **Developing an Agenda for Action**

ILRSM510 **Assessing Allies and Resisters**

ILRSM511 **Negotiating Support for Your Agenda**

ILRSM512 **Leading Your Coalition**

ILRSM513 **Establishing Momentum: Managing Structure, Resources, and Performance**

ILRSM514 **Sustaining Momentum: Motivating Through Vision, Culture, and Political Agility**

Interactive, rigorous, and relevant professional education from Cornell University

Visit the NTIS - eCornell website to register <http://www.ntis.gov/ecornell/ecornell.asp>

Welcome to eCornell

Your online link to the best of Cornell University's professional education programs.



Welcome to eCornell

Established and wholly-owned by Cornell University, eCornell has the most comprehensive online, professional and executive development curriculum offered by any top-20 university in the United States.

eCornell provides exceptional online learning experiences tailored for professional and executive development in the areas of strategy, leadership and management development, human resources, financial management, and hospitality management. Collaboration between Cornell faculty experts and learning and user-experience designers provide for engaging, rigorous, and interactive learning.

Course Experience - How it Works

eCornell offers a proven model for successful management development and incorporates the best aspects of online and traditional classroom learning, including:

- Engaging and rigorous course design that centers on authentic business scenarios and provides the resources and tools learners need to resolve the issues they pose
- Learning experiences that target individual competencies and skills
- Asynchronous collaboration activities that contribute to knowledge and experience sharing among the course participants and the course instructor
- Course projects, discussion forums, and job aids that help participants apply their new skills to real organizational situations
- New skill development through interactive assessments and simulations

Program Quality Drives Motivation and Success

eCornell is not your typical e-learning experience. Our Structured Flexibility™ and active instructor facilitation provide course milestones that build motivation and result in industry-leading completion rates.

- Ninety two percent (92%) of students complete their course, two to four times the e-learning norm, and even more, 93%, rate their overall experience as good to excellent.
- Ninety five percent (95%) of students say the material is applicable to their job responsibilities, and 93% say that what they have learned will directly impact their performance.
- In the end, 95% of students would recommend to their peers that they take an eCornell course.



Connected

Learning happens through interaction and collaboration—a dynamic, creative process that involves the exchange of ideas, not simply the accumulation of facts. In eCornell courses you interact with an expert instructor and a cohort of your peers to collectively develop knowledge, and to effectively apply that knowledge in your organization.

You are also connected to the knowledge and resources of Cornell University, a leading global research university. eCornell courses offer embedded “Ask the Expert” interviews with Cornell faculty, online access to library reference guides, and additional professional and executive education opportunities at Cornell University.



In 1865 Ezra Cornell had a vision.

“I would found an institution where any person can find instruction in any study.”

Established as the land-grant university of the State of New York, Cornell University has an extension and outreach mission unique to the Ivy League.

eCornell is the next step in achieving the vision.

Powerful

eCornell courses are authored and designed with one or more Cornell University faculty member, using the most current and relevant case studies, research, and content. Our approach to problem-based learning means that you are building knowledge and skills using online case studies, interactive exercises, and simulations based on authentic, relevant, and “real-world,” situations. Certificates from Cornell University ensure that eCornell professional and executive education courses will enhance your career.

Convenient

eCornell courses provide the convenience of structure and flexibility with new course sections starting every month, round-the-clock/round-the-world access to course materials, online and telephone customer support, and dedicated online instructors.

Accreditation



Most of our courses have been approved for six (6) recertification credit hours toward PHR, SPHR, and GPHR recertification through the Human Resource Certification Institute. Please contact the Human Resource Certificate Institute (HRCI) for further information about certification or recertification.



Many eCornell Certificate Programs have been recommended for college credit by the American Council on Education's College Credit Recommendation Service (CREDIT). The American Council on Education (ACE) is the major coordinating body for all the nation's higher education institutions. For 31 years, colleges and universities have trusted ACE to provide reliable course equivalency information to facilitate credit award decisions. The American Council on Education's College Credit Recommendation Service (CREDIT), offered through ACE's Center for Lifelong Learning (CLLL), helps adults obtain college credit for formal courses and examinations taken outside college and university degree programs.

CHANGE LEADERSHIP

A six-course certificate series from Cornell University

Certificate Overview

The courses in the Certificate in Change Leadership series, part of eCornell's Proactive Leadership™ program, are based on Professor Samuel Bacharach's acclaimed books *Get Them on Your Side* and *Keep Them on Your Side*. Proactive Leadership leverages Professor Bacharach's decades of research, teaching, and expertise in organizational change, negotiation, conflict resolution, and organizational behavior, with a hands-on, in-the-trenches approach to getting things done in organizations. Proactive leadership is about both getting people and/or groups on your side AND sustaining momentum by keeping them on your side.

The first four courses in the series are dedicated to the leadership process of converting an idea into action. These courses will help you to develop the political competencies of influence, negotiation, and organizational awareness in order to identify opportunities for change, negotiate support for an initiative, and mobilize action to ensure that your change initiative is implemented. The last two courses in the series focus on establishing and sustaining the four dimensions of momentum to ensure long-term success. The courses will help you to develop the managerial competencies of organizing resources, motivating and directing others, managing performance and achievement, leading through culture, managing conflict, and developing political and organizational agility.

Who Should Take This Certificate?

This certificate is designed for managers and leaders at all levels of public, private, and not-for-profit organizations who want to create and sustain change in their organizations.

Certificate Information

Change Leadership comprises the following six courses totaling 36 hours of learning:

- ILRSM509 Developing an Agenda for Action
- ILRSM510 Assessing Allies and Resistors
- ILRSM511 Negotiating Support for Your Agenda
- ILRSM512 Leading Your Coalition
- ILRSM513 Establishing Momentum: Managing Structure, Resources, and Performance
- ILRSM514 Sustaining Momentum: Motivating Through Vision, Culture, and Political Agility

Accreditation

Participants who successfully complete all six courses in this certificate series will receive a Certificate in Change Leadership from Cornell University.

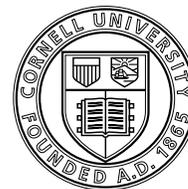
Cornell's School of Industrial and Labor Relations (ILR) will give .6 Continuing Education Units (CEUs) to each student who successfully completes each course. Students can apply to the ILR school for the CEU units after they have successfully completed the courses.

ACE CREDIT Recommendation

The American Council on Education recommends courses ILRSM509-512 in this series this Certificate Program for 2 semester hours in Leadership, Management, or Business Administration in the upper division baccalaureate degree category. A review of courses ILRSM513-514 is planned for late 2007.

HRCI Recertification

The courses in this certificate series have each been approved for six (6) Strategic Management recertification credit hours toward SPHR and GPHR recertification and six (6) recertification credit hours toward PHR, SPHR, and GPHR recertification through the Human Resource Certification Institute. Please contact the Human Resource Certificate Institute (HRCI) for further information about certification or recertification.



Participants who successfully complete all six courses in this certificate series will receive a Certificate in Change Leadership from Cornell University.



The American Council on Education recommends courses ILRSM509-512 in this series this Certificate Program for 2 semester hours in Leadership, Management, or Business Administration in the upper division baccalaureate degree category. A review of courses ILRSM513-514 is planned for late 2007.

The many economic, competitive, and global factors that influence how organizations conduct business are constantly changing and evolving. The ability of organizations to understand these influences on their organizations and to respond to and adapt to these changes is critical for long-term growth and survival.

This course, the first in a four-course series, “Getting Things Done in Organizations: Creating Change and Building Support”, discusses change as a political process driven by individuals and leaders within the organization who emerge as change agents. To be effective, individuals must recognize the areas within the organization over which they can exercise control and the areas over which they cannot.

Who Should Take This Course?

This course is essential for department heads, team leaders, and managers working at all levels of organizations in virtually any industry sector who wish to understand the process of organizational analysis and change.

Course Format

This course contains the following modules:

Analyzing the Change Environment

- The role of the change agent as a proactive thinker
- Implementing a 3-step model for change
- Analyzing the nature of the change environment in which you operate
- Analyzing the specific nature of the environmental uncertainties in which your organization operates

Identifying Change Opportunities

- Analyzing how loosely or tightly coupled your organizational structure should be
- Identifying opportunities for change within the four main spheres of organization and execution within which the change agent can effect change
- Outlining a plan for change within your organization that addresses one or more of those spheres

Benefits to Learner

Participants who complete this course will be able to:

- Evaluate their organization’s environment
- Identify opportunities for change
- Understand change as a process of negotiation
- Develop an agenda for action based on the goals, culture, design, and work structure of the organization

Certificate Information

This course can be applied to the following certificates:

- Business Leadership Skills
- Proactive Leadership

Author

Samuel Bacharach, Ph.D., Professor

Sponsoring School

Cornell University’s School of Industrial and Labor Relations

Implementing an agenda for action is a political process driven by individuals within the organization who emerge as change agents. Essential to their success is the understanding that all new initiatives attract both allies and resisters.

This course, the second in a four-course series, “Getting Things Done in Organizations: Creating Change and Building Support”, teaches leaders how to frame their agenda in a way that helps them identify and assess potential allies and resisters to their initiatives. With this understanding participants will be able to anticipate and prepare for arguments resisters may use in their attempts to derail the initiative.

Who Should Take This Course?

This course is essential for department heads, team leaders, and managers working at all levels of organizations in virtually any industry sector who wish to understand the process of organizational analysis and change.

Course Format

This course contains the following modules:

Framing Your Change Agenda

- Change agendas and styles
- Four change mind-sets

Meeting the Challenge of Different Change Agendas

- Strategies for recognizing allies and resisters
- Identifying key stakeholders
- Analyzing the change mind-sets of potential allies and resisters

Benefits to Learner

Participants who complete this course will be able to:

- Map the allies, potential allies, and the resisters to their initiative
- Assess the attitude toward change of various actors in the organization
- Identify various agendas and styles
- Anticipate arguments against the agenda for action
- Explain the need for a coalition of support

Certificate Information

This course can be applied to the following certificates:

- Business Leadership Skills
- Proactive Leadership

Prerequisites

Please take *Developing an Agenda for Change* (ILRSM509) prior to enrolling in this course.

Author

Samuel Bacharach, Ph.D., Professor

Sponsoring School

Cornell University’s School of Industrial and Labor Relations

This course, the third in the series, “Getting Things Done in Organizations: Creating Change and Building Support,” is designed to:

- Help learners develop a “roadmap” for negotiating support for their action agenda
- Convey an understanding of the principles of bargaining power and influence in the process of negotiating a strategic initiative
- Help learners apply this conceptual model to their action agenda in their organization
- Help learners analyze the political agendas of others in the organization, identify sources of support for their agenda, and develop a strategy for building support for their initiative

Who Should Take This Course?

This course is essential for department heads, team leaders, and managers working at all levels of organizations in virtually any industry sector who wish to understand the process of organizational analysis and change.

Course Format

This course contains the following modules:

Why You Need a Change

- Coalition Conditions that necessitate coalitions
- Power dynamics and credibility
- Understanding and communicating the benefits of your agenda to others

Negotiating Support for Your Initiative

- Strategies for gaining initial support for your agenda
- Justifying your actions

How to Negotiate a Coalition of Support

- When to use tacit or explicit language to present your agenda
- Approaches to communicating your agenda
- Developing a negotiation strategy appropriate to your agenda

Benefits to Learner

Participants who complete this course will be able to:

- Describe why coalitions are critical to taking effective action
- Describe how coalitions increase your bargaining power
- Analyze the types of initial support you can build
- Develop strategies for getting initial support for your agenda
- Identify communications approaches that will be most effective
- Outline a strategy for getting others to buy-in to your agenda

Certificate Information

This course can be applied to the following certificates:

- Business Leadership Skills
- Proactive Leadership

Prerequisites

Please take *Mapping the Political Terrain of Allies and Resistors* (ILRSM510) prior to enrolling in this course.

Author

Samuel Bacharach, Ph.D., Professor

Sponsoring School

Cornell University’s School of Industrial and Labor Relations

This course, the fourth in the series, “Getting Things Done in Organizations: Creating Change and Building Support,” is designed to help learners:

- Apply the leadership style appropriate to the situation
- Put a change coalition into place
- React to changing conditions in the organization to ensure successful implementation
- Anticipate and prepare for the future

Who Should Take This Course?

This course is essential for department heads, team leaders, and managers working at all levels of organizations in virtually any industry sector who wish to understand the process of organizational analysis and change.

Course Format

This course contains the following modules:

The Essentials of Coalition Leadership

- Solidifying your coalition
- Managing differences among coalition members
- Diffusing your ideas and expanding your network

Pitfalls to Avoid and Leading for the Long Term

- Strategies for preventing your coalition from becoming insular
- Avoiding complacency and differentiating your coalition
- Negotiating changing conditions and uncertainties
- Political analysts, consensus builders, and politically competent leaders

Benefits to Learner

Participants who complete this course will be able to:

- Solidify their coalition
- Map differences among coalition members
- Propagate ideas and diversify their network
- Identify the two dimensions of coalition leadership
- Avoid traps of insular coalitions
- Recognize and respond to changing conditions within the organization
- Employ a Change Outcome Matrix and respond to different outcomes
- Effect ongoing and proactive change

Certificate Information

This course can be applied to the following certificates:

- Leading Management Teams
- Business Leadership Skills

Prerequisites

Please take *Negotiating Support and Buy-In for Your Agenda* (ILRSM511) prior to enrolling in this course.

Author

Samuel Bacharach, Ph.D., Professor

Sponsoring School

Cornell University’s School of Industrial and Labor Relations

A proactive leader must have the managerial competence to build the coalition's capacity to keep the initiative moving forward and growing, and the performance-management skills to keep it operating effectively.

This course is designed to help learners:

- Develop a "roadmap" for establishing momentum for their coalition's agenda
- Apply facilitative and directive leadership styles appropriately in teams and organizations
- Maintain organizational capacity in order to allocate resources and prioritize effectively
- Monitor performance in order to evaluate progress and make corrections
- Apply these skills to a change agenda in their organization

Who Should Take This Course?

This course is essential for executives, managers, department heads, team leaders, and others working at all levels of organizations in virtually any industry sector who wish to become effective leaders for long-term results.

Course Format

This course contains the following modules:

Managing for Momentum

- The need for both political and managerial competence
- The four dimensions of momentum
- Facilitative vs. directive leadership

Structural Momentum

- Creating hierarchies, while sustaining groups
- Providing resources without going too far
- Giving autonomy and defining parameters

Performance Momentum

- Being clear about results, while remaining objective
- Making adjustments without over-reacting

Benefits to Learner

Participants who complete this course will be able to:

- Describe the dimensions of effective leadership and their implication on the long-term success of their agenda
- Identify the four dimensions of momentum and explain why you need to manage all four to ensure the success of your agenda
- Choose facilitative and directive leadership approaches, as appropriate
- Recognize and respond appropriately to changing conditions within the organization
- Balance multiple considerations in building and maintaining the capacity of their organization
- Evaluate performance and make corrections

Certificate Information

This course can be applied to the following certificate:

- Business Leadership Skills

Author

Samuel Bacharach, Ph.D., Professor

Sponsoring School

Cornell University's School of Industrial and Labor Relations

Leaders need to provide the vision exercise the political agility, and establish the organizational culture necessary to keep their initiatives vital and moving forward. Proactive leaders must have the skills to keep the "soul" of their coalition alive and relevant to the needs of the organization.

This course is designed to help learners:

- Manage organizational culture to sustain momentum.
- Become politically agile in ensuring continued support for their agenda.
- Manage their coalition—and their agenda—for the long-term.

Who Should Take This Course?

This course is essential for executives, managers, department heads, team leaders, and others working at all levels of organizations in virtually any industry sector who wish to become effective leaders for long-term results.

Course Format

This course contains the following modules:

Cultural Momentum

- Creating a problem-solving culture
- Developing the collective while supporting the individual
- Celebrating results without "worshipping idols"

Political Momentum

- Keep the coalition mindset alive
- Don't feed the Trojan horse
- Beware of counter-coalitions

Proactive Leadership

- Putting your agenda together, from idea to implementation
- Planning your next agenda and leveraging current success.

Benefits to Learner

Participants who complete this course will be able to:

- Create a culture of motivation that helps people learn and problem-solve while providing opportunities for affiliation and re-affirmation
- Become politically agile: anticipate conflict and continuously mobilize support to ensure that their agenda remains vital
- Build on current success and plan their next agenda
- Focus on the big picture - from acting on an idea to implementing for long-term results - in their organization

Certificate Information

This course can be applied to the following certificate:

- Business Leadership Skills

Prerequisites

Please take *Establishing Momentum: Managing Structure, Resources, and Performance* (ILRSM513) prior to enrolling in this course.

Author

Samuel Bacharach, Ph.D., Professor

Sponsoring School

Cornell University's School of Industrial and Labor Relations



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