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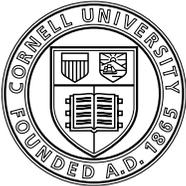
Federal, state, and local government employees now have access, via NTIS, to the best of Cornell University's professional online education programs. Through this partnership with NTIS, eCornell offers government agencies and employees substantial savings on the cost of certificate programs and courses.

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Certificate Program

Supervisory Skills

An eleven-course certificate series from Cornell University



ILRMD501 **Selection Requirements and Communication Skills for Interviewing**

ILRMD502 **Legal and Unbiased Interviewing and Selection**

ILRMD503 **Overcoming Barriers to Successful Management**

ILRMD504 **Leading People to Higher Performance**

ILRMD505 **Legal Issues in the Workplace**

ILRMD506 **Preventing and Addressing Inappropriate Workplace Behaviors**

ILRMD507 **The Power of Managing Your Time and Personal Priorities**

ILRMD508 **Managing People Issues to Stay Focused on Priorities**

ILRMD509 **The Impact of Personality Styles on Communication**

ILRMD510 **Managing Communication Challenges**

ILRMD511 **Managing Performance**

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.

eCORNELL

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.

SUPERVISORY SKILLS

An eleven-course certificate series from Cornell University

Certificate Overview

eCornell has worked hand-in-hand with Cornell University's School of Industrial and Labor Relations to adapt its renowned Supervisory Skills Certificate for convenient online delivery. This series of 11 courses provides supervisors and managers from entry level to mid-level with the skills and competencies they need to manage their time, communicate effectively, motivate their employees, resolve workplace confrontations, prevent and address inappropriate workplace behavior, conduct legal and unbiased employee interviews, and manage the performance of their direct reports.

Who Should Take This Certificate?

The courses comprising the Supervisory Skills Certificate are designed for shift supervisors, entry-level managers and supervisors up to mid-level managers seeking an opportunity to obtain a richer, deeper understanding of supervisory and management skills.

Certificate Information

The certificate series consists of the 11 courses listed below, totaling approximately 66 hours of learning.

- ILRMD501 Selection Requirements and Communication Skills for Interviewing
- ILRMD502 Legal and Unbiased Interviewing and Selection
- ILRMD503 Overcoming Barriers to Successful Management
- ILRMD504 Leading People to Higher Performance
- ILRMD505 Legal Issues in the Workplace
- ILRMD506 Preventing and Addressing Inappropriate Workplace Behaviors
- ILRMD507 The Power of Managing Your Time and Personal Priorities
- ILRMD508 Managing People Issues to Stay Focused on Priorities
- ILRMD509 The Impact of Personality Styles on Communication
- ILRMD510 Managing Communication Challenges
- ILRMD511 Managing Performance

Accreditation

Students who successfully complete all 11 courses in this series receive a Supervisory Skills Certificate from Cornell University.

Cornell's School of Industrial and Labor Relations (ILR) awards 0.6 Continuing Education Units (CEUs) to each student who has successfully completed each course in the Supervisory Skills Certificate series.

ACE CREDIT Recommendation

The American Council on Education recommends this Certificate Program for 4 semester hours in Supervision, Management, or business Communications in the upper division baccalaureate degree category.

HRCI Recertification

Most of the courses in this certificate series have each been approved for six (6) recertification credit hours toward PHR, SPHR, and GPHR recertification through the Human Resource Certification Institute. See individual course descriptions for more information. Please contact the Human Resource Certificate Institute (HRCI) for further information about certification or recertification.



*Students who successfully complete all 11 courses in this series receive a **Supervisory Skills Certificate** from Cornell University.*



The American Council on Education recommends this Certificate Program for 4 semester hours in Supervision, Management, or business Communications in the upper division baccalaureate degree category.

Making the wrong hiring choices is costly and time consuming for organizations of all sizes. An effective way for businesses to identify the best candidates for a position is through a structured, job-focused interviewing process, where interviewers have effective interviewing skills and understand the legal aspects of employment practices. In this interactive, skill-based course, participants learn how to structure an interview using the Results-based Selection Requirements (RSR) process.

This model eliminates bias and stereotyping of job candidates, examines compliance with employment laws, and focuses on the communication and listening skills required for effective interviewing.

Who Should Take This Course?

This course is indispensable for human resource and recruiting specialists, as well as managers working at all levels of the organization who are involved in the hiring process.

Course Format

This course contains the following modules:

Communication Skills for Interviewing

- Determining your communication style and applying it productively during the interview process
- Three primary communication styles and the strengths of each
- Increasing the degree to which you are perceived as approachable to elicit more candid responses from candidates
- Nonverbal, verbal, and interpretive dimensions of listening

Using Job Results to Develop Selection Requirements

- Why develop Results-based Selection Requirements (RSRs)
- Preparing a Results-based Selection Requirements form

Benefits to Learner

Participants who complete this course will be able to:

- Develop and demonstrate effective, unbiased interviewing techniques
- Use advanced listening skills
- Learn how approachability and openness can elicit candid responses from job candidates
- Recognize and ensure compliance with applicable employment processes
- Design and implement a system of Results-based Selection Requirements as a foundation for the interview process

Certificate Information

This course can be applied to the following certificates:

- HR: Selection and Staffing
- ME: Interviewing and Selection
- Supervisory Skills

Authoring Faculty

Cathy Lee Gibson, Associate Director, HR Series
Anthony Panos, Statewide Director, Management Series

Sponsoring School

Cornell University's School of Industrial and Labor Relations

In this interactive, skill-based course, participants will learn how to prepare for job interviews, create a positive interviewing environment, conduct legal and unbiased interviews, and identify the best-qualified candidate for the position.

Who Should Take This Course?

This course is indispensable for human resource and recruiting specialists, department heads, and managers working at all levels of the organization who are involved in the hiring process.

Course Format

This course contains the following modules:

Legal and Unbiased Interviewing

- Problematic and inappropriate questions, statements, and behaviors, and the specific law(s) to which they relate
- Additional resources for questions about specific employment laws
- Avoiding legal problems prior to and during the interview and selection process
- Societal, organizational, and individual biases and how they can affect the assessment of candidates

Interviewing and Selecting Candidates

- Effective questioning techniques to use when interviewing
- Effective note-taking techniques
- Selecting effective questions that are consistent with the Results-based Selection Requirements (RSR) form
- The role of the resume in the interview process
- Creating an interview environment that is conducive to the exchange of information
- Watching for verbal and nonverbal cues
- When and how to ask probing
- Effective ways to close interviews
- Warning signs during the interview/selection process
- The role and importance of checking references
- Communicating with candidates to whom offers of employment are, and are not, extended

Benefits to Learner

Participants who complete this course will be able to:

- Ensure compliance with applicable employment laws
- Identify problematic and inappropriate questions, statements, and behaviors that can occur in an interview
- Proactively avoid legal problems throughout the interview process
- Avoid bias and stereotypes in order to accurately assess a candidate
- Develop and carry out highly effective, efficient, unbiased interviews using a Results-based Selection Requirements (RSR) process
- Objectively compare candidates and select the best-qualified candidates for their organization

Certificate Information

This course can be applied to the following certificates:

- HR: Selection and Staffing
- ME: Interviewing and Selection
- Supervisory Skills

Authoring Faculty

Cathy Lee Gibson, Associate Director, HR Series
Anthony Panos, Statewide Director, Management Series

Sponsoring School

Cornell University's School of Industrial and Labor Relations

Successful organizations use the creative energy of their employees in seeking solutions to organizational problems. They realize that those individuals involved in the actual work are in the best position to define systemic and process weaknesses and identify opportunities for improvement.

In this course, participants learn to increase productivity, creativity, and efficiency by involving their employees in a continuous improvement process that encourages improved communication and collaboration. Participants will also explore personal paradigms or patterns of thought and behavior that prevent them from achieving positive change and success.

Who Should Take This Course?

This course is important for all levels of managers, supervisors, and team leaders in virtually any industry who wish to continuously effect positive change and increase the productivity and efficiency of their organizations.

Course Format

This course contains the following modules:

Paradigms and Change

- Paradigms and day-to-day challenges in the workplace
- Evaluating paradigms as useful or in need of change
- Recognizing “good” versus “bad” change Problem-solving techniques Involving employees in process changes

Communication and Listening

- Barriers to communication
- Differing communication styles as barriers to getting work done
- Clear communication and use of terminology to avoid misunderstandings
- Approachability, trust, and effective communication
- Attitudes and behaviors that are essential to clear communication
- Active listening techniques

Benefits to Learner

Participants who complete this course will be able to:

- Identify personal and professional paradigms and understand how shifts in thinking can improve performance
- Analyze when organizational change is beneficial and when it should be avoided
- Involve employees in problem solving and decision making
- Assess personal communication styles toward improved listening skills and approachability

Certificate Information

This course can be applied to the following certificates:

- HR: Performance Management
- ME: Managing Performance
- ME: Managing Productivity
- Supervisory Skills

Authoring Faculty

Tom Willett, Management Development Programs
Anthony Panos, Statewide Director, Management Series
Cornell/ILR Extension Faculty

Sponsoring School

Cornell University’s School of Industrial and Labor Relations

In this course, participants will examine leadership styles that are exhibited by highly successful managers. They will explore techniques for aligning individual employee motivators with an organization’s goals and interests. Participants will also learn how to create a motivated, team-oriented, and productive workforce and how to appropriately and positively confront problems and resolve conflict.

Who Should Take This Course?

This course is crucial for all levels of managers, supervisors, and team leaders who are responsible for the productivity and morale of their employees.

Course Format

This course contains the following modules:

Motivating for Achievement

- Determining individual motivators
- Identifying motivational opportunities in work assignments
- The importance of motivation to a supervisor
- Non-financial motivators that support the goals of the organization and the employee
- Indicators of motivation
- Aligning motivators with organizational objectives

Positive Confrontation

- Confrontation as a motivational and developmental tool
- Differences between confrontation and conflict
- The consequences of avoiding confrontation
- Common pitfalls to conflict resolution
- Five-step process to resolve conflict
- Six different types of difficult people
- Techniques to make difficult people more productive
- Progressive discipline

Leadership

- A practical model for using different leadership styles
- The interrelationship between supervising, managing, and leadership techniques
- Balancing directive and supportive leadership styles to develop employees’ performance

Benefits to Learner

Participants who complete this course will be able to:

- Apply motivational techniques to improve employee performance and enhance productivity
- Align workers’ personal goals with the goals of the organization
- Resolve internal conflict in a positive and productive manner
- Balance directive and supportive leadership styles to develop and improve employees’ performance

Certificate Information

This course can be applied to the following certificates:

- HR: Performance Management
- ME: Managing Performance
- ME: Managing Productivity
- Supervisory Skills

Authoring Faculty

Tom Willett, Management Development Programs
Anthony Panos, Statewide Director, Management Series
Cornell/ILR Extension Faculty

Sponsoring School

Cornell University’s School of Industrial and Labor Relations

Explore federal, state, and local employment laws and learn how to comply with Equal Employment Opportunity (EEO), Affirmative Action (AA) and Diversity issues. Learn to recognize and avoid potential legal risks in everyday workplace situations, and know when to seek in-house or outside counsel.

Work within the law when interviewing, hiring, evaluating, and firing employees.

Who Should Take This Course?

Shift supervisors, entry-level to mid-level managers, and members of revolving project teams with no direct reports

Course Format

This course contains the following modules:

Legal Issues in the Workplace

- The scope of employment laws
- Equal Employment Opportunity laws, Affirmative Action, and Diversity
- Recognizing EEO legal risks
- Strategies for minimizing EEO legal risks
- Wage, safety, and other employment laws
- Assessing whether an FMLA, FLSA, OSHA, or state law situation represents a legal risk

Benefits to Learner

Participants who complete this course will be able to:

- Recognize employment-related laws and assess their impact on employment-related decisions
- Recognize how Equal Employment Opportunity, Affirmative Action, or Diversity applies to employment-related issues
- Categorize employment-related issues into legal or employee relations issues to enable you to assess legal risks associated with management decisions
- Recognize the difference between employee relations issues and potentially unlawful situations in the workplace
- Avoid potentially illegal behaviors when interviewing, evaluating, and disciplining employees
- Avoid potentially illegal behaviors in situations involving FMLA, FLSA, OSHA, or state laws

Certificate Information

This course can be applied to the following certificates:

- ME: Managing Performance
- ME: Interviewing and Selection
- Supervisory Skills

Authoring Faculty

Andrea M. Basile Terrillion, Esq., Director of Management
Shelley Greenwald, Esq., Adjunct Faculty

Sponsoring School

Cornell University's School of Industrial and Labor Relations

Managers frequently make employment decisions that have legal implications for their organizations. This course addresses the relevant laws and their application to daily operations and special situations in layperson's terms.

The course focuses on avoiding potentially illegal behaviors when interviewing, evaluating, and disciplining employees and on applying strategies for dealing with inappropriate behavior according to company policy and best practices.

Who Should Take This Course?

Shift supervisors, entry-level to mid-level managers, and members of revolving project teams with no direct reports.

Course Format

This course contains the following modules:

Preventing and Addressing Inappropriate Workplace Behaviors

- Scope and range of inappropriate behaviors
- Role of managers in fostering appropriateness in the workplace
- Sexual and other forms of illegal harassment
- Inappropriate behavior and company policy
- Strategies for dealing with inappropriate behaviors
- Handling confidential issues

Benefits to Learner

Participants who complete this course will be able to:

- Identify whether a behavior is appropriate or inappropriate in a given situation and why
- Identify and follow company policies and procedures when handling potential policy violations involving inappropriate behaviors
- Apply strategies for dealing with inappropriate behavior according to company policy and best practices
- Manage confidential issues surrounding inappropriate behavior correctly

Certificate Information

This course can be applied to the following certificates:

- ME: Managing Performance
- ME: Interviewing and Selection
- Supervisory Skills

Authoring Faculty

Andrea M. Basile Terrillion, Esq., Director of Management
Shelley Greenwald, Esq., Adjunct Faculty

Sponsoring School

Cornell University's School of Industrial and Labor Relations

The ability to manage time and prioritize one's work is an essential skill that professional managers must master in order to be successful. Today, most jobs require managing multiple priorities while simultaneously looking for ways to improve performance. In addition, professionals need to balance careers with personal priorities. In this course, participants learn a series of invaluable techniques for managing time, setting priorities, changing mental patterns to enhance productivity, and focusing on personal values and life goals.

Who Should Take This Course?

Entry-level managers, administrative personnel, and shift supervisors. Employees needing to improve their priority management skills (such as information technology employees, office managers, etc.). Employees with supervisory responsibilities.

Course Format

This course contains the following modules:

The Power of Managing Priorities

- Mind-set and how it affects productivity
- The benefits and results of changing mental patterns, and techniques for changing them
- Differences between a task and a priority
- Setting goals with the SMARTS technique
- The importance of goal setting in managing time and priorities
- Defining your personal mission
- Delegation techniques

Identify and Overcome Time-Wasters

- Analyzing and addressing time-wasters
- Tools for planning and tracking priorities
- Techniques to maximize daily productivity
- Techniques to overcome internal and external productivity roadblocks
- Techniques to reduce burdensome and unimportant paperwork
- Managing email more successfully

Benefits to Learner

Participants who complete this course will be able to:

- Recognize and respond to the benefits of setting priorities
- Recognize and practice mental techniques for becoming more organized
- Develop a personal mission statement to balance work and personal goals in a way that promotes achieving both
- Identify time-wasters and practice techniques for managing them
- Use tools to set and rank priorities
- Process paperwork systematically and efficiently
- Create an action plan for managing multiple priorities

Certificate Information

This course can be applied to the following certificates:

- ME: Managing Productivity
- Supervisory Skills

Authoring Faculty

Judith D. Hampton, Professor

Sponsoring School

Cornell University's School of Industrial and Labor Relations

Successful leaders and managers are dependent on their abilities to deal with and manage the interruptions, conflicts, and stress that are inherent in managing others. In this course, participants will learn about a number of resources and practical techniques for maintaining good working relationships and working with others efficiently and harmoniously. They will also learn the tools and techniques that are instrumental for effective communication and conflict resolution and how to deal with potentially unproductive situations and co-workers.

Who Should Take This Course?

Entry-level managers, administrative personnel, and shift supervisors. Employees needing to improve their priority management skills (such as information technology employees, office managers, etc.). Employees with supervisory responsibilities.

Course Format

This course contains the following modules:

Manage Interruptions

- Recognizing interruptions that have little or no relevance to responsibilities
- Using a positive approach to handle interruptions
- Redesigning work to reduce interruptions

Delegation, Motivation, and Communication

- The meaning of delegation and the strategic use of delegation techniques
- Applying active listening techniques to be more productive
- The value of prompt and lasting conflict resolution
- Tools that enhance efficiency

Successfully Managing Stress

- Indicators that you are under stress, and situations in your life that generate stress
- Stress-management techniques

Benefits to Learner

Participants who complete this course will be able to:

- Manage interruptions while maintaining good working relationships
- Improve productivity by delegating tasks, motivating others, and resolving conflicts
- Successfully manage stress
- Create an action plan for managing multiple priorities

Certificate Information

This course can be applied to the following certificates:

- ME: Managing Productivity
- Supervisory Skills

Authoring Faculty

Judith D. Hampton, Professor

Sponsoring School

Cornell University's School of Industrial and Labor Relations

Interpersonal communication is one of the most challenging and important aspects of a successful career. It is essential for leaders and managers to understand the basics of communications, their own communication styles, the critical role of emotional intelligence, and the impact of all of this on their co-workers and their organization. In this course, participants will learn why good interpersonal communication skills are so important, how personality styles affect personal communication styles, and how this understanding can improve one's ability to work with and manage employees.

Who Should Take This Course?

Employees with supervisory responsibilities, entry-level managers and supervisors, and shift supervisors. Members of revolving project teams with no direct reports.

Course Format

This course contains the following modules:

Effective Communication

- Competencies of good communication
- Benefits of improved communication in the workplace and elsewhere
- Emotional intelligence and how it relates to communication competencies

Communication Preferences

- The impact of the four Myers-Briggs scales
- Effects of personality type on methods of communication
- Work preferences for a variety of Myers-Briggs types
- The effect of various response styles in different work place situations

Listening

- Skills needed to listen actively
- The role of nonverbal communication in listening

Benefits to Learner

Participants who complete this course will be able to:

- Increase awareness of, and ability to manage, workplace communication behaviors
- Understand the influence of personality type on communication
- Develop strategies for effective listening
- Sustain positive rapport during difficult discussions
- Manage nonverbal messages
- Give constructive feedback

Certificate Information

This course can be applied to the following certificates:

- HR: Employee Relations
- ME: Interviewing and Selection
- ME: Managing Productivity
- Supervisory Skills

Authoring Faculty

Nancy Lampen, Director, International Programs

Sponsoring School

Cornell University's School of Industrial and Labor Relations

Interpersonal communication is often one of the most challenging aspects of a career. To communicate successfully, professionals need to find a balanced approach to dealing with difficult people or conversations. One must be assertive enough to avoid being taken advantage of, but not so aggressive that he or she alienates or upsets co-workers. In this course, participants will learn how to be assertive and professional when dealing with challenging conversations and people. They will also learn how to analyze and make use of criticism to improve their skills and abilities.

Who Should Take This Course?

Employees with supervisory responsibilities, entry-level managers and supervisors, and shift supervisors. Members of revolving project teams with no direct reports.

Course Format

This course contains the following modules:

Assertive Communication Skills

- Optimizing your message and your meaning when it's your turn to speak
- Assertive communication skills
- Coping with communication anxiety
- Managing criticism

Communicating with Difficult People

- Decreasing defensiveness in a challenging situation
- Remaining assertive during challenging conversations
- Analyzing difficult people
- Building rapport
- Non-verbal factors that influence challenging communication

Benefits to Learner

Participants who complete this course will be able to:

- Demonstrate the skills needed to communicate in an assertive manner in all situations
- Identify how to manage and cope with criticism
- Identify how to manage and cope with communication anxiety
- Use feedback to improve professionalism
- Identify skills for clearly communicating ideas, thoughts, and feelings in challenging conversations
- Create a plan for conducting a challenging conversation
- Demonstrate an understanding of how non-verbal behavior can be used effectively in a challenging conversation
- Identify effective methods for dealing with difficult people and situations

Certificate Information

This course can be applied to the following certificates:

- HR: Employee Relations
- ME: Managing Performance
- ME: Interviewing and Selection
- ME: Managing Productivity
- Supervisory Skills

Authoring Faculty

Nancy Lampen, Director, International Programs

Sponsoring School

Cornell University's School of Industrial and Labor Relations

Organizations that run at peak performance understand that managing employee performance must be an active, continuous, and structured process of valuable feedback and constructive assessment. In this course, participants learn how to successfully design and use an integrated performance management model to effectively set specific goals that are tied to the organization's productivity and are a basis of ongoing feedback and periodic job evaluations.

Who Should Take This Course?

Entry-level managers and supervisors, and shift supervisors. Human Resources specialists, coordinators, and managers.

Recruiting professionals, administrative personnel who support the performance management process, and employees affected by corporate initiatives to improve supervisory effectiveness.

Course Format

This course contains the following modules:

Managing Performance

- The role of the manager in the performance management process
- Recognizing and overcoming factors that make managing performance challenging
- Managing within the "Nine Boxes" of performance management
- Collaborative goal setting
- Using ongoing feedback and effective performance-based communication
- Planning and writing performance appraisals, incorporating employee input
- Delivering a collaborative performance appraisal
- Engaging employees in the performance management process

Benefits to Learner

Participants who complete this course will be able to:

- Demonstrate the role a manager should play in the performance management system
- Participate in a collaborative goal-setting process that reflects overall organization goals
- Use ongoing feedback and effective performance-based communication
- Deliver a collaborative performance appraisal

Certificate Information

This course can be applied to the following certificates:

- ME: Managing Productivity
- Supervisory Skills

Authoring Faculty

Cathy Lee Gibson, Associate Director
Tom Willett, Director, Management Development Program
Ronald M. Katz, Adjunct Faculty

Sponsoring School

Cornell University's School of Industrial and Labor Relations



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