



Jefferson®

LEARNING AND DEVELOPMENT CENTER

Leadership Institute

SPRING 2015 RESOURCE GUIDE

JOLT

Jefferson Onboarding and Leadership Transformation

In this Issue

The Jefferson Learning and Development Center is a service of the Department of Human Resources at Jefferson. All the programs and services described in this guide are available to the staff and faculty of the Jefferson and Methodist communities free of charge. The programs are categorized as follows:

Leadership Development: For managers and supervisors, the focus is on building competencies for developing and maintaining productive relationships and driving positive business outcomes.

Professional Development: For staff seeking to grow their careers, and improve interpersonal effectiveness, communication, customer service skills.

Operational Excellence: For staff interested in developing change leadership, project management and facilitation skills in order to drive sustained improvements.

Information Systems Courses: For staff interested in instruction on computer applications. These courses are offered and managed through the Information Systems Department. See page 27 for details on registration.

Center for Teaching and Learning workshops: Courses in information searching and instructional technology. See page 39 for details on registration.

Advanced registration is required for all programs. Please self-register through the HealthStream Learning Management System. See page 4 for details on how to register.

We appreciate your suggestions about how we can better serve you.

You may contact us at the HR Service Center 215-503-4772 or HRquestions@jefferson.edu.

JOLT (Jefferson Onboarding and Leadership Transformation) is a Center for Learning that will propel Jefferson to become a learning organization that is nationally recognized for:

- *developing and nurturing great leaders and teams*
- *its capacity for innovation*
- *continuous improvement of quality, safety and the patient experience.*

Special Message from Pam Teufel, Chief Human Resources Officer

Jefferson is a career destination where you can fulfill your professional ambitions at one organization through opportunities for career growth and engagement. Whether you love what you're doing and want to improve; are interested in taking the next step in your career; or are considering a new path, the Jefferson Learning and Development Center offers valuable educational programs and resources for you to get the most from your career at Jefferson.

Our talented, dedicated workforce is the reason we are a leader in research, education and patient care, and our goal is to attract and retain top talent to ensure our success. Jefferson supports a "grow your own" philosophy of talent development. This ensures the organization has an ongoing supply of top talent to fill open positions and continue our tradition of quality and excellence.

As Jefferson grows to meet the challenging demands of health care and higher education, I encourage you to take advantage of all that the Learning and Development Center offers to help you reach your professional goals while helping Jefferson develop innovative solutions for the future.



Pam Teufel

Chief Human Resource Officer

Thomas Jefferson University and Jefferson Health System

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How to Register

Easy registration instructions!

Please register for all Human Resources and IS courses through the HealthStream Learning Management System. To enroll:

1. Login to HealthStream.
2. Select “Catalog Tab.”
3. In browse category, click on “subject” category to the left.
4. Select “Human Resources” for HR courses or select “Information Systems” for IS courses.
5. Click on the course you would like to attend. Click “Register.”

Helpful Tips

- If the course is being offered numerous times, be sure to register for the class you prefer.
- Your enrollment will be confirmed in the next screen under “Course Learning Activities.” Your status will show as “Registered.”
- You can also confirm your status on HealthStream. Click on the “My Learning” tab and the classes for which you are registered will appear under “Upcoming classes.” Your status will show as “Registered.”

Please remember to check your Registration Status via HealthStream. This will be your only notification of registration.

If you are unable to attend a class for which you are registered, please be sure to “unenroll,” so that those “waitlisted” may attend.

If your status is “Waitlisted”

- On occasion, you may attempt to register for a class which is full. If this happens, your status will show as “Waitlisted.”
- If an opening becomes available, HealthStream will automatically move you from “Waitlisted” status to “Registered.”
- When “waitlisted” for a class, you cannot enroll in the same class on a different date. If you prefer to select a different date for the class, “unenroll” from the current class and register for another date/time.

New Leader Fundamentals

For new or new-to-Jefferson managers of all levels

Date: Series one dates: Feb 17, 24, March 3, 10

Series two dates: May 27, June 3, 10, 17

Time: 9 a.m. – 2 p.m.

Location: Tom Lewis Center, 925 Chestnut Street, 4th Floor

Instructors: Human Resources Management and System-wide Subject Matter Experts

This is a four week program that runs one half day a week. Participants attend consecutive sessions; all sessions must be completed in order to receive credit for the course.

An initial orientation for newly hired or promoted leaders at Thomas Jefferson Hospital, Thomas Jefferson University and Jefferson University Physicians designed to accelerate transition to the management role. Leaders gain an overview of the policies, procedures and organizational expectations of managers at Jefferson, and take away a comprehensive resource guide to information they need.

Topics Include

- Employee Engagement
- Customer Service
- Patient Safety
- Employee Safety and Risk Management
- Intro to Operational Excellence
- Employee Selection and Recruitment
- Performance Management: Feedback and Coaching
- Total Rewards
- HR Policies and Procedures
- Operating and Capital Budgets
- Financial Accountability
- Supply Chain
- Revenue Cycle
- The Leader You Want to Be

Eligibility: required for all newly hired or promoted Jefferson leaders within the first three months of acquiring their position.

Transformative Leadership

For all levels of management at TJUH, TJU and JUP

Dates: Series one: January 15, 22, 29, Feb 5, 12, 19, 26, March 5
 Series two: March 31, April 7, 14, 21, 28, May 5, 12, 19
 Series three: August 19, 26, Sept. 2, 9, 16, 23, 30, Oct 7

Time: 9 a.m. – 1 p.m.

Location: Tom Lewis Center, 925 Chestnut Street, 4th Floor

Instructors: Human Resources Management and System-wide
 Subject Matter Experts

This is an eight week program that runs one half day a week. Participants attend consecutive sessions; all sessions must be completed in order to receive credit for the course.

In a world where healthcare and higher education are undergoing radical change, managers need new skill sets to ensure that they can drive organizational performance and feel fulfilled in their roles. This program is designed to empower Jefferson's leaders to achieve optimal results while enhancing their own sense of purpose and control in the work environment. The program includes leadership best practices, taught within the framework of Jefferson's leadership competencies and iSCORE values.

This highly interactive course includes out-of-class assignments and action learning. Participants will complete reading assignments on leadership; a DISC personality assessment, on-the-job assignments and discussions with their managers; and will have the opportunity to build system wide relationships within their cohort group.

Topics Include

- Transformative Leadership at Jefferson
- Managing a Diverse Workforce
- Changing Leadership for Changing Times: The Business of Healthcare
- Leading Change through Problem Solving
- Winning the War on Talent: Best Practices in Hiring and Onboarding
- The Voice of Leadership
- Achieving Results through Accountability
- Maximizing Leadership Impact through Influence and Time Management

Developing a Climate for Innovation

For Managers, Supervisors, Faculty

Date: March 26

Time: 9 a.m. – 12 p.m.

Location: Tom Lewis Center, 925 Chestnut Street, 4th Floor

Instructor: Leslie Norton, Learning and Development Specialist

The healthcare field has been and will continue to be in a state of constant flux. Today, leaders are expected to challenge the status quo as they think about their people, processes, procedures, and strategy. Challenges to the status quo can be catalysts for innovation and renewal and keeping a company on the competitive edge.

This course will show you proven methods to create new ideas and processes. Research on the brain has demonstrated that every person has creative and innovative ideas – but it takes more than good ideas. It takes defining innovation, creating a culture that encourages and supports innovation, and a process for deciding which ideas should be implemented and how they will be measured.

Topics Include

- Identify the four clusters of thinking modes
- Explore creative and innovative thinking models
- Balance everyday operational needs while encouraging an environment of innovative

Building High Performance Teams

For Managers, Supervisors, and Faculty

Date and times:

February 20 9 a.m. – 12 p.m. MHD Morgan Conference Room

April 30 9 a.m. – 12 p.m. Tom Lewis Center

Instructor: Leslie Norton, Learning and Development Specialist

The true measure of a team is that it accomplishes the results that it sets out to achieve. In outstanding teams, people: (1) feel respected and trusted (2) inspire shared purpose and clarity of goals (3) fully utilize their diversity of talent, skills, and knowledge, (4) learn from one another, and (5) are able to work through important issues. Teamwork remains the one sustainable advantage that has been largely untapped in organizations today.

Topics Include:

- Analyzing how effective teams function
- Assessing your own team's effectiveness and predisposition to certain dysfunctions
- Developing techniques for developing trust, mastering conflict, achieving commitment, embracing accountability, and focusing on results.

Communicating with Confidence and Clarity

For Managers, Supervisors, and Faculty

Date: February 25

Time: 1 – 3 p.m.

Instructor: Julie Phillips, Assistant Director, Center for Teaching and Learning



Perhaps no tool in the professional toolbox has been so feared as public speaking. However, professional advancement is often tied to one's ability to successfully present information at a meeting, a professional conference or even within the classroom.

This interactive session begins the process of anxiety reduction through “systematic desensitization” – participants confront public speaking fears as part of this training.

Those in attendance will practice with a number of tools and techniques designed to boost confidence and enhance message appeal. Start warming the vocal chords.

Topics include:

- Speech Anxiety Sources
- Audience & Situational Analysis
- Message Identification
- Organizational Techniques
- Practice Strategies
- Delivery Strategies



Achieving the Most in Meetings

For Managers, Supervisors, and Faculty

Date: April 23

Time: 10 a.m. – 12 p.m.

Instructor: Julie Phillips, Assistant Director, Center for Teaching and Learning

Two brains are better than one, and a roomful of brains can be quite productive, but how often have you found yourself in a meeting thinking, “This is a waste of my time” or “What are we meeting about?”

This interactive session provides participants with a game plan for making the most of meetings well before the meeting starts. Using “backwards” design, meeting planners will learn key strategies for defining the purpose and scope of work for meeting, creating agendas and encouraging participation and discouraging disruptive behaviors.

Topics include:

- Defining Purpose
- Establishing Scope
- Creating an Agenda
- Responding to Tangents
- Following Through

The Emerging Leader

Open to all staff with management approval.

Date: April 2

Location: Tom Lewis Center, 925 Chestnut Street, 4th Floor

Time: 9 a.m. – 12 p.m.

Instructor: Susan Shaffer, Manager, Learning and Development

This class requires management approval. Please contact Meredith Weiss, Training Coordinator at meredith.weiss@jefferson.edu for the Application Form and return completed form to her one week prior to class.

Have you considered moving into a supervisory position, but wondered what it would be like, and whether you have the ability to be successful?

The Emerging Leader is designed to help Jefferson employees learn about the manager's role and the competencies it takes to be successful in this role.

Topics Include

- Identify supervisory responsibilities and challengers
- Discover the skills you need to be effective
- Clarify whether you are ready to move into a supervisory role
- Discover the education and support Jefferson provides to managers

Grow Your Career: A 3 Part Program

Open to all staff

Date: April 2, 9, and 16

Time: 12 – 1 p.m.

Location: Learning and Development Center, 833 Chestnut Street, Suite 900

Instructors: Mary Jane Randazzo, Talent Acquisition Specialist and Leslie Norton, Learning and Development Specialist

This is a 3-part program and it is necessary to attend all three parts in order to receive credit. Choose the series that works best for you.

Feel free to bring your “brown bag lunch”

Most people think of their career process as deciding on a career, getting the education they need and finding a job in the field they have chosen. Your career process shouldn't end here. Your professional growth should continue for your entire career, regardless of what career you have chosen. The “Grow Your Career Series” is a three part program that will be facilitated by Jefferson's Talent Management Staff. This interactive workshop focuses on clarifying personal career goals, defining and using your transferable skills, the Do's and Don'ts of compiling a resume and how to ace the interview process.

Topics Include:

- Distinguish between job and career
- Clarify person career goals
- Identify the steps and key success factors to achieve your goals
- Describe your personality type and how it relates to your career choice
- Identifying your most transferrable skills
- Identify if you need to build more transferrable skills
- Classify the top 3-5 skills needed for the job you want
- Examine the Do's and Don'ts of effective resumes
- Learn how to conduct yourself during an interview

Critical Conversations

Open to all staff

Date: May 1

Time: 9 a.m. – 12 p.m.

Location: Learning and Development Center, 833 Chestnut Street, 9th floor

Instructor: Marion Vallotton, MidAtlantic Employers Association

Communication is the most powerful tool we have in the workplace. Whether you are preparing for a “hard to have” conversation or discover you are in the middle of one, you can influence the outcome. Participants in this seminar will learn how to master these critical conversations. They will learn communication tools which will help insure a win-win result when they are engaged in a conversation involving “high stakes” issues.

Topics Include:

- Understand what makes a conversation “critical”
- Appreciate the value of positive outcomes from critical conversations
- Know how to prepare for a critical conversation
- Recognize (in ourselves and others) the signs of emotions and stress which can impact a critical conversation
- Learn to take charge and responsibility for the effectiveness of your conversations

Bringing Out The Innovation in You

Open to all staff

Date: May 14

Time: 9 a.m. – 12 p.m.

Location: Learning and Development Center, 833 Chestnut Street

Instructor: Leslie Norton, Learning and Development Specialist

Organizations today need creative, innovative people now more than ever, due to market shifts, consumer demands and competitive forces. Most companies need and expect their employees to generate a range of meaningful, valuable ideas on demand. The ability to innovate has traditionally been considered an innate skill, but new research is discovering that Innovation is a skilled that can be learned. This course will give you the tools and the practice to bring out the innovation skills in you.

Topics Include

- Define Innovation and the behavioral anchors associated with Innovation
- Utilize new methods and tools to aid in innovative thinking
- Recognize and overcome obstacles to innovative thinking

The Art of Communication

Open to all staff

Date: April 24

Time: 9 – 11 a.m.

Location: Methodist Hospital, Morgan Conference Room

Instructor: Leslie Norton, Learning and Development Specialist

Effective communication is one of the most important skills to have in today's world. This workshop outlines the communication process and presents simple, yet sound techniques that can make a dramatic change in your ability to communicate effectively and competently while interacting with others. In this interactive program, learn and practice proven methods of interpersonal effectiveness in group situations.

Topics Include

- Reviewing the communication process
- Understanding barriers to effective communication
- Recognizing the importance of non-verbal communication
- Understanding and practicing effective listening
- Developing tools for more effective communication

Excelling in Times of Change

Open to all Staff

Date: March 30, 2015

Location: Methodist Morgan Conference Room

Date: April 15, 2015

Location: Tom Lewis Center, 925 Chestnut Street, 4th floor

Time: 9 – 11 a.m.

Instructors: Marcy Davis, Learning and Development Specialist

“The only thing that is constant is change.” – Heraclitus.

Are you currently experiencing change in the workplace? Are you worried about all of the change that is occurring? Do you want to better manage your reactions to change? If you answered yes to these questions, then Excelling in Times of Change is a course for you!

Change is often necessary but can also be frightening for employees. This course will show participants how to deal with the fear that change usually creates. During the course, participants will assess their natural tendencies toward change and will recognize the support they need to successfully navigate the stages of change. Participants will also have an opportunity to practice the skills needed to excel in times of change.

Topics Include:

- The Role of Change in the Workplace
- 3 Key Drivers of Change
- Phases of Change
- Tips to Navigate the Stages of Change



Introduction to Lean Thinking

Open to All Staff

Online through HealthStream (Available Feb. 23, 2015)

Time: 3 brief tutorials (7-15 minutes each)

Instructor: Dennis R. Delisle, Director, Operations Support

This course is a primer to Lean Thinking & Lean Leader Certification offered through the TJU- School of Population Health. In *Introduction to Lean Thinking* students learn and apply critical concepts and effective tools that translate to any work setting. The course divides into three core sections: 1) Defining Value; 2) The 8 Wastes; and 3) Establishing the Lean Fundamental of 5-S. Defining Value through the eyes of the customer is central to the Lean Thinking philosophy. Using this framework, students learn how to leverage the power of the 5-S approach (*Sort, Store, Shine, Standardize, and then Sustain*) as it applies to both physical organization and process design. This introductory course provides a solid Lean Thinking foundation and the appropriate tools to drive improvements.

Topics Include

- Identify Value Adding and Non-Value Adding activities
- Categorize Non-Value Adding activities into one of the 8 Wastes
- Use 5-S approach in any physical space or process



Introduction to Change Leadership

Open to All Staff

Online through HealthStream (Available Feb. 23, 2015)

Time: 3 brief tutorials (7-15 minutes each)

Instructor: Shane Flickinger, Operations Support Manager

The success of improvement efforts is ultimately determined by the ability of people to embrace and sustain changes. Redesigning processes and systems is usually straightforward; however the people-side of the equation can be messy, uncomfortable, and stressful. This 3-part online course discusses eight common barriers and mistakes that lead to project failure and strategizes how to appropriately address each. Participants will learn how to apply a Change Leadership model that leverages effective communication, clear project goals and expectations, and leadership support in order to create a sense of urgency for change and sustain positive results.

Topics Include

- Apply a Change Leadership model to improve project success
- Understand and address eight common barriers and mistakes that stifle change initiatives
- Recall various tools in order to avoid the eight common mistakes that stifle change initiatives, prioritize key issues, and develop high-impact solutions



Introduction to Project Management

Open to All Staff

Online through HealthStream (Available Feb. 23, 2015)

Time: 3 brief tutorials (7-15 minutes each)

Instructor: Leigh Resnick, Operations Support Manager

Have you ever worked on a project that seemingly had no end? Or a project whose scope was so large you didn't feel like you could make a meaningful impact? These are common and often frustrating issues when it comes to project management. Critical to project success is the use of a structured approach that is founded on simple tools and templates to guide teams. Resources are scarce and time is limited. It is important, now more than ever, to ensure our time on projects is spent on achieving goals and meeting deadlines. The course divides into three core sections: 1) Project Management Framework; 2) Time Management; and 3) Why Projects Fail. In this course, participants will learn how to define, plan, and execute a project through the 5 phases (initiate, plan, execute, monitor, and control).

Topics Include

- Describe the 5 phases of project management
- Develop a structured plan for project development, execution, and sustainability
- Utilize project management tools to reduce scope creep, improve stakeholder engagement, and improve the likelihood of success
- Learn to identify common mistakes that lead to poor time management and solutions to overcome these mistakes

Change Agent Certification: A 3-part Program

Dates and Times:

April 10, 9:30 a.m. – 12:30 p.m.

April 17, 9:30 a.m. – 12:30 p.m.

May 1, 9:30 a.m. – 3:30 p.m.

Location: Tom Lewis Center, 925 Chestnut, 4th Floor

Instructor: Shane Flickinger, Operations Support Manager; Leigh Resnick, Operations Support Manager

This class requires management approval. Please contact Shane Flickinger, Operations Support Manager (Shane.Flickinger@jefferson.edu) for the Application Form.

The Change Agent Certification program offers a systematic approach to project execution, change leadership, and team facilitation. Participants must attend all three courses: 1) Change Leadership Essentials; 2) Project Management Essentials; and 3) Facilitating Rapid Improvements to attain certification. Upon course completion, students must pass a Change Agent Certification exam administered through the Department of Operations Support. Individuals who complete the program will be equipped with an ability to lead improvement efforts and contribute to their own departmental projects

Post certification, Change Agents have the option of being assigned organizational improvement projects throughout the year and teach in the Department Change Leadership Program through the Department of Operations Support. *Participation in projects and education is based on personal availability and approval from direct supervisors.* Change Agents are expected to facilitate change within their department and serve as an ambassador and resource for positive change at Jefferson.

Topics Include

- Develop a structured plan for project development, execution, and sustainability
- Apply a Change Leadership model to ensure project success
- Utilize various tools in order to avoid the eight common barriers and mistakes that stifle change initiatives, prioritize key issues, and develop high-impact solutions



The Manager's Role in Leading Change

For Managers, Supervisors, and Faculty

Date: May 6

Time: 1 – 4 p.m.

Location: Tom Lewis Center, 925 Chestnut, 4th Floor

Instructor: Shane Flickinger, Operations Support Manager

This course focuses on the manager's role in driving improvements and change within their areas. Key to success is effective engagement and staff buy-in. Managers will learn strategies to create an environment of collaboration, transparency, accountability, and teamwork. Leading change is a challenging endeavor that requires hard and soft skills. Participants will learn how to effectively apply tools and techniques that position their area for success and sustainability.

Topics Include

- Implement leadership and management strategies to communicate change
- Oversee implementation change management plan addressing eight common barriers and mistakes that stifle change initiatives
- Identify and remediate high-risk or high-opportunity issues
- Explain Tuckman's Five Stages of Teams and associated facilitation techniques
- Define project team roles and responsibilities

Performance Excellence using the Baldrige Criteria

For Managers, Supervisors, and Faculty

Date: April 29

Time: 10:30 a.m. – 12 p.m.

Location: Tom Lewis Center, 925 Chestnut, 4th Floor

Instructors: Shane Flickinger, Operations Support Manager; Leigh Resnick, Operations Support Manager

As part of Jefferson's Excellence Journey, we utilize the Malcolm Baldrige Criteria for Performance Excellence as a framework for improvement. The Baldrige Criteria offers best practices for managing organizations by aligning the Mission, Vision, and Values while asking three simple questions:

- 1) Are we doing as well as we could be?
- 2) How do we know?
- 3) What and how should we improve or change?

In this session, you'll learn about the Baldrige framework, how the criteria are used, and why Jefferson uses this approach as part of its Excellence Journey.

Topics Include

- Discover the 7 Baldrige categories and discuss their significance in contributing to organizational success
- Describe the annual application and evaluation process and how it is used to inform strategy and operational improvements
- Explain the importance of leveraging the Baldrige framework to promote excellence



Executing Improvements

For Managers, Supervisors, and Faculty

Date: May 13

Time: 9 a.m. – 12 p.m.

Location: Tom Lewis Center, 925 Chestnut, 4th Floor

Instructors: Dennis R. Delisle, Director, Operations Support

Work typically consists of two components: daily operations and improvement initiatives. Often times the day-to-day issues consume our attention and our improvement strategies remain untouched. The challenge for leadership is the ability to produce meaningful results through the development and execution of an effective plan. In this course, participants will learn the discipline of strategic execution from metric identification to accountability structures and processes. Participants will learn core concepts for driving improvements, promoting transparency in results, and building a sustainable model.

Topics Include

- Differentiate the responsibilities of daily oversight versus strategy execution
- Discover the difference and significance between Leading and Lagging metrics
- Explain approaches to driving a systematic accountability structure for sustaining improvements



Getting Things Done

Open to All Staff

Date: May 21

Time: 1 – 4 p.m.

Location: Tom Lewis Center, 925 Chestnut, 4th Floor

Instructor: Leigh Resnick, Operations Support Manager

Do you feel like there isn't enough time in the work day to accomplish everything on your "To Do" list? Does work continue to pile up with no end in sight? If this resonates with you, then this course is for you. Getting Things Done focuses on proven techniques to help organize, prioritize, and execute. Time management and prioritization are critical elements explored. Participants will learn simple and effective tools to apply in their work setting to improve their ability to manage their day-to-day responsibilities as well as everything else that comes their way.

Topics Include

- Understand common barriers and contributors to inefficient time management
- Utilize effective tools and techniques for time management and task completion
- Implement strategies for prioritization

Implementing Lean: Project-based Education

Open to All Staff- Departmental cohorts are strongly encouraged (small groups 4-8 individuals)

Dates and times:

Jan 13, 23 and Feb 3, 9 – 10:30 a.m. **OR**

Jan 13, 22 and Feb 3, 2 – 3:30 p.m. **OR**

Jan 23, 30 and Feb 13, 1 – 2:30 p.m.

Location: Tom Lewis Center, 925 Chestnut, 4th Floor

Instructor: Leigh Resnick, Operations Support Manager

The *Implementing Lean: Project-based Education* program is geared toward practical application of Lean tools in the work setting. Over the 6-week program, participants learn three key Lean Thinking concepts: Defining value; How to move from the current to future states; and Establishing Lean fundamentals. Between each week of instruction teams are assigned tasks to apply newly learned tools to their department/ area. The end deliverable for the Lean Departmental Education program is a team-based Lean project proposal. The proposal utilizes key Lean tools in order to identify and prioritize an improvement opportunity. The proposal is presented to leadership within the department/ area and, upon approval, implemented with the guidance of formally trained Lean practitioners.

Topics Include

- Differentiate Value Adding and Non-Value Adding activities
- Design improvement strategies through current and future state process mapping
- Implement Lean Fundamentals to reduce and eliminate non-value adding activities

Leading Change: Project-based Education

Open to All Staff- Departmental cohorts are strongly encouraged (small groups 4-8 individuals)

Dates and times:

Jan 12, 26 and Feb 9 , 2 – 3:30 p.m. **OR**

Jan 14, 28 and Feb 11 , 9 – 10:30 a.m.

Location: Tom Lewis Center, 925 Chestnut, 4th Floor

Instructor: Shane Flickinger, Operations Support Manager

The Leading Change: Project-based Education program focuses on applying change management tools and leadership strategies to improvement efforts. Participants learn key concepts regarding the phases of change; current, transition, and future states. The 6-week program includes active group discussion, hands-on tool application, and a team-based project proposal. Between each week of instruction teams complete various assignments related to course topics. The final proposal utilizes key change leadership tools used to identify, assess, and present project opportunities. The proposal is presented to leadership within the department/ area and, upon approval, implemented with the guidance of formally trained Change Agents.

Topics Include

- Assess the current state and establish a vision for change
- Facilitate and manage the transition between current and future states
- Promote, sustain, and expand success through systematic tools and approaches

Information Services and Technology Training Center

The Information Services and Technology Training Center provides instruction on the Microsoft Office applications including Microsoft Outlook.

**All classes are held in the IS&T Training Center,
833 Chestnut Street, Suite 600.**

To Register

Log into HealthStream, select the Catalog tab. In Browse Catalog, click on the “Subject” category to the left, select “Information Technology and Systems.” Click on the course you would like to attend, click “Register.”

Phone: 215-503-7500 **E-mail:** is.training@jefferson.edu

If you cannot attend a class, “un-enroll” 48 hours prior to scheduled time to avoid a \$50 departmental fee.

Please be aware that our courses are offered and managed through Information Services and Technology.

Computer Basics using Windows 7

Open to all staff

Offered quarterly

Duration: 1.5 Hours

Prerequisite: None

During this course, you will learn basic commands and elements of Windows, as well as aspects that are often overlooked in training materials.

Note: This class is slow paced for beginners.

Topics Include

- Understanding the computer desktop and icons
- Identifying parts of an application window
- Folder and file management
- Internet basics

Microsoft Excel 2010: Creating Your First Spreadsheet

Open to all staff

Offered monthly

Prerequisite: Computer Basics or Equivalent

This course is designed to aid you in becoming familiar with Excel workbooks and spreadsheets.

Note: This class is slow paced for beginners.

Topics Include

- Fundamentals
- Editing a worksheet
- Formatting a worksheet
- Basic formulas

Microsoft Excel 2010: Managing Your Data

Open to all staff

Offered monthly

Duration: 1.5 Hours

Prerequisite: Computer Basics or Equivalent, Excel Basics or Equivalent

During this course, you will learn how to transpose data, check for duplicates, create data validation rules, and consolidate data.

Topics Include

- Transposing Data
- Text to Columns
- Concatenate Function
- Checking for Duplicates
- Creating Data Validation Rules
- Consolidating Data

Microsoft Excel 2010: What If Analysis

Open to all staff

Offered quarterly

Duration: 1 Hour

Prerequisite: Excel Basics or Equivalent

During this course, you will learn how to utilize What-if analysis to change values in cells to see how those changes affect the outcomes.

Topics Include

- Using Goal Seek
- Using the Scenario Manager
- Using Input Data Tables

Microsoft Excel 2010: Working with Charts & Tables

Open to all staff

Every other month

Duration: 1.5 Hours

Prerequisite: Computer Basics or Equivalent, Excel Basics or Equivalent

During this course, you will learn how to transform your data into a visual representation.

Topics Include

- Creating a Table
- Sorting and filtering
- Creating column/pie charts

Microsoft Excel 2010: PivotTables

Open to all staff

Every other Month

Duration: 1 Hour

Prerequisite: Computer Basics or Equivalent, Excel Basics or Equivalent

During this course, you will learn how to transform your data into a visual representation.

Topics Include

- The fundamentals

Microsoft Excel 2010: Working with Functions

Open to all staff

Every other month

Duration: 2 Hours

Prerequisite: Computer Basics or Equivalent, Excel Basics or Equivalent

During this course, you will learn how to use common functions.

Topics Include

- Using Names
- IF, SUMIF, & Nested IF Functions
- VLookup

Microsoft Outlook 2010: Email

Open to all staff

Offered monthly

Duration: 1 Hour

Prerequisite: Computer Basics or Equivalent

During this course, you will learn how to use the Microsoft email system.

Topics Include

- Sending and Receiving Email
- Using Folders
- Out of Office Reply
- Setting up Signatures
- Using the Global Address List

Microsoft Outlook 2010: Calendaring

Open to all staff

Offered monthly

Duration: 1 Hour

Prerequisite: Computer Basics or Equivalent

During this course, you will learn how to use the Microsoft email and calendaring system.

Topics Include

- Scheduling Appointments and Meetings
- Managing Meeting Invitations
- Sharing/Delegating your Calendar
- Opening another User's Calendar

Microsoft PowerPoint 2010: Creating Your First Presentation

Open to all staff

Offered every other month

Duration: 2 Hours

Prerequisite: Computer Basics or Equivalent

During this course, you will learn how to create your own presentation or use one of many templates to create a presentation.

Note: This class is slow paced for beginners.

Topics Include

- The Fundamentals
- Creating a presentation
- Editing a presentation
- Formatting a presentation
- Working with graphics
- Creating tables and graph

Microsoft PowerPoint 2010: Collaborating on Presentations

Open to all staff

Offered quarterly

Duration: 1 Hour

Prerequisite: PowerPoint Basics or Equivalent

During this course, you will learn how to be more productive when working with a team to finalize a presentation.

Topics Include

- Working with Comments
- Showing/Hiding Markups
- Comparing and Combining Presentations

Microsoft PowerPoint 2010: Enhancing Your Presentation

Open to all staff

Offered quarterly

Duration: 1 Hour

Prerequisite: PowerPoint Basics or Equivalent

During this course, you will learn how to enhance your presentations with movies, sound, and other advanced objects.

Topics Include

- Adding a Movie
- Adding Sound Clips
- Creating Word Art
- Drawing Shapes
- Using the Grid and Guides
- Working with Objects

Microsoft PowerPoint 2010: Grab the Audience's Attention

Open to all staff

Offered Every other month

Duration: 2 Hours

Prerequisite: Computer Basics or Equivalent

PowerPoint: Let's Start the Show

During this course, you will learn how to give your presentations a professional edge.

Topics Include

- Using hyperlinks
- Custom animation
- Slide transition
- Rehearsing timing
- Presentation to Show

Microsoft Word 2010: Creating Your First Document

Open to all staff

Offered Every other month

Duration: 2 Hours

Prerequisite: Computer Basics or Equivalent

This course is designed to assist you in learning the basics of word processing. During this course, you will learn the basics for creating, editing, and formatting documents.

Note: This class is slow paced for beginners.

Topics Include

- Navigating through a document
- Cutting, copying, and pasting
- Using Styles
- Bullets and numbering
- Working with images

Microsoft Word 2010: Document Formatting

Open to all staff

Offered quarterly

Duration: 1 hour

Prerequisite: Introduction to Word or equivalent

During this course you will learn more advanced formatting options of Word.

Topics Include

- Advanced Formatting Tasks
- Formatting Paragraphs
- Working with Styles

Microsoft Word 2010: Document References

Open to all staff

Offered quarterly

Duration: 1 hour

Prerequisite: Introduction to Word or equivalent

During this course you will learn how to add document references.

Topics Include

- Adding a Table of Contents
- Adding Footnotes, Endnotes, and Citations
- Creating an Index

Microsoft Word 2010: Mail Merge

Open to all staff

Offered quarterly

Duration: 1 hour

Prerequisite: Introduction to Word or equivalent

During this course you will learn how to simplify mass mailing by using mail merge.

Topics Include

- Creating a Mail Merge
- Creating Labels
- Creating Envelopes

Microsoft Word 2010: Reviewing Documents

Open to all staff

Offered quarterly

Duration: 1 hour

Prerequisite: Introduction to Word or equivalent

During this course you will learn how to utilize track changes and compare.

Topics Include

- Adding and Reviewing Comments
- Tracking and Reviewing Changes
- Comparing Documents

Microsoft Word 2010: Templates and Reusable Data

Open to all staff

Offered quarterly

Duration: 1 hour

Prerequisite: Introduction to Word or equivalent

During this course you will learn more advanced features of Word.

Topics Include

- Using AutoText, Quick Parts, and Building Blocks
- Creating, Modifying, and Applying Templates

HealthStream Department Contact Training

Open to all staff

Offered quarterly

Duration: 1 hour

Prerequisite: Computer Basics or Equivalent

Must be a Department Contact

This hands-on training will review required functions as a HealthStream Department Contact.

Topics Include

- Running compliance reports

HealthStream Course Catalog

The HealthStream Learning Center Course Catalog offers on-line training opportunities in a variety of topics. Log into HealthStream, select the Catalog tab, and search for a topic.

Here are a couple examples of the courses available, outside those automatically assigned each year:

- Customer Service (patient focused)
- Diversity in the Workplace
- Hand Hygiene
- and many more...

You have the ability to enroll in and review any course in the catalog; however, these courses will NOT replace your assigned courses in any way.

Center for Teaching and Learning

The Center for Learning and Teaching conducts free workshops for Jefferson faculty, staff and students in the areas of Information Searching Skills and Educational Technology.

Instructors cover the following topics of interest to the Jefferson community:

Information Searching Skills

- Bibliographic Management: Introduction to RefWorks
- Bibliographic Management: Introduction to Mendeley
- RSS: Manage Your Information Intake
- e-books at Jefferson
- Introduction to OVIDSP
- Professional PubMed Searching
- Jefferson Digital Commons (digital archive for Jefferson)
- Using Social Media at Jefferson
- Twitter for Beginners
- Using Scopus and Internet Search Engines Effectively

Educational Technology Skills

- Captivate
- Prezi
- Adobe Acrobat
- Audience Response System (clickers)
- Blackboard (Pulse)
- Blogs and Wikis
- Assessment and Grade Center
- Distance Learning Tools (virtual classroom using Adobe Connect)

For individual training or support, or to schedule a workshop for your class or department, contact the Center for Teaching and Learning: **215-503-2830** or edservices@lists.jefferson.edu.

Resource and Service Guide

Consulting Services

Jefferson's Learning and Development Team offers services to assist managers and faculty to improve individual and departmental productivity and effectiveness. If you are interested in any of the following services, the first step is to contact your HR Business Partner.

Learning and Development Programs

Training programs can be customized to meet your department's needs and time constraints. Popular topics for programs include: customer service, telephone skills, dealing with difficult people, and time management.

Management Coaching

The Learning and Development Team is available to consult with managers or faculty on issues such as communicating with staff, leadership competencies, difficult employees and planning educational programs.

Team Building

The Learning and Development Team will collaborate with departments to design programs and strategies that will increase cooperation and communication among staff members.

Retreats/Staff Development Programs

The Learning and Development Team can help departments clarify program outcomes, design activities, plan presentations and facilitate the event.

Resource Library

The Jefferson Learning and Development Center Resource Library offers work-related videos, DVDs, and self-directed learning guides to individuals and departments. To reserve any of these resources, please call 215-503-4194.

Videos and DVDs

Accountability

A workshop on building commitment to results.

Attitude Virus: Curing Negativity in the Workplace

Bad attitudes can spread unless you know the techniques to create a healthy workplace for everyone.

Be Prepared for Meetings

Maximize the benefits of your meetings through planning, presentation and facilitation techniques.

Be Prepared to Speak

A guide to public speaking by Toastmasters.

Between You and Me: Solving Conflict

Believable, realistic role-plays help employees embrace teamwork and solve their own conflicts without management intervention.

Coaching for Top Performance

Learn the skills on how to meld a variety of different employees into a work team that wins.

Communication: The Nonverbal Agenda

Explore the role of facial expressions, posture, voice tone and gestures in communication.

Communicating with People on the Job

A lecture on the importance of knowing yourself, workplace norms, and listening skills.

Criticism

Learn specific skills on the Art of Criticism... both giving and receiving.

Defusing Hostility

Provides a variety of practical techniques and problem solving approaches to use with angry and hostile customers.

Demanding Customers**Difficult People****Discipline without Punishment**

This video dispels the myths about discipline, and shows proven strategies for making it positive, effective and more comfortable.

Resource Library (continued)

Disruptive Behavior

Learn practical steps for stamping out disruptive behavior because the costs to morale, productivity, patient satisfaction, even patient safety are too great.

From “No” to “Yes”

Department managers engaged in a heated argument learn how to reach an agreement constructively.

Hire for Attitude

Learn the keys for hiring only the best people for your organization.

How to Set and Achieve Goals

Volume 1: Goal setting and personal motivators.

Volume 2: Techniques for achieving goals.

If Looks Could Kill

Set as a murder mystery, this video humorously depicts the effect those on the frontline can have on customers.

It’s A Dog’s World

Follow a man and his dog through their healthcare and see the impact of good and bad customer service.

It’s About Respect: Recognizing Harassment in the Diverse Workplace

Learn about the awareness of sexual harassment and how employees will understand respect in the workplace. (Good for all audiences.)

It’s Not Enough to Know Better: Sexual Harassment

Learn the legal definition of sexual harassment and how to recognize potential sexual harassment situations, and more.

Leading More with Less

Six practical leadership skills that will inspire employees through difficult times.

Listening: The Key to Productivity

Practical tips on how to focus and become a better listener.

Managing Four Generations in the Workplace

Learn the techniques needed to handle cross-generational communication problems, avoid conflict, and maximize performance

Managing Frontline Staff

Presents practical strategies for coaching and counseling employees on customer service.

Managing People through Change

The critical skills necessary for leading employees through change.

Mixing Four Generations

Reduce workplace conflict and stimulate positive interaction among your team by gaining generational understanding.

Motivation in the Workplace

Learn the many factors that affect employee motivation and how to inspire your employees in the workplace.

Positive Discipline

How to resolve tough performance problems quickly... and permanently.

Setting and Achieving Your Goals

Learn a dynamic process in which one can bring goals clearly into focus.

Sid Story

This video will help you to develop ways to positively recognize employee performance.

The Arts of Criticism: Giving and Taking

Offers techniques that can help you give and get constructive criticism.

The Call of the Mummy

Humorous situations illustrate the importance of demonstrating caring and interest to customers.

The Patient First

Vignettes show the domino effect of poor communication and strategies one person can take to reverse it and improve service to patients and co-workers.

The Helping Hand

Guidelines on how to coach effectively.

Understanding People

A review of theories of motivation and the implications for supervising people effectively.

Resource Library (continued)

We Need to Talk: Coaching Employees

Learn how to handle the difficult issues and emotions that can get in the way of employee achievement.

We've Got to Stop Meeting Like This!

Who Are They Anyway?

How to achieve success at work through personal accountability.

Self-Study Guides

Achieving Results	Plan Your Work/Work Your Plan
The Administrative Assistant	Powerful Proofreading Skills
Balancing Home and Career	Professionalism in the Office
Behavior Based Interviewing	Practical Time Management
Building Blocks of	Preparing for Your Interview
Business Writing	Quality Interviewing
Business Etiquette and	Recognition, Gratitude and
Professionalism	Celebration
Clear Writing	Retaining Your Employees
Developing Positive Assertiveness	Strategic Resumes
Emotional Intelligence Works	Technical Presentation Skills
Improving Peer Relationships	Technical Writing in the
Managing for Commitment	Corporate World
Mapping Your Career	Training Managers to Train
Office Politics	Writing Effective E-mail
Organizing Your Workspace	
Personal Leadership	
Personal Time Management	

Quick Course Calendar

Please check individual class descriptions for program times and locations.

JANUARY

- 12 **Leading Change: Project based**
- 13 **Implementing Lean: Project based**
- 14 **Leading Change: Project based**
- 15 **Transformative Leadership**
- 22 **Transformative Leadership**
- 23 **Implementing Lean: Project based**
- 26 **Leading Change: Project based**
- 28 **Leading Change: Project based**
- 29 **Transformative Leadership**

FEBRUARY

- 3 **Implementing Lean: Project based**
- 5 **Transformative Leadership**
- 9 **Leading Change: Project based**
- 11 **Leading Change: Project based**
- 12 **Transformative Leadership**
- 13 **Implementing Lean: Project based**
- 17 **New Leader Fundamentals**
- 19 **Transformative Leadership**
- 20 **Building High Performance Teams**
- 24 **New Leader Fundamentals**
- 25 **Communicating with Confidence and Clarity**
- 26 **Transformative Leadership**

MARCH

- 3 **New Leader Fundamentals**
- 5 **Transformative Leadership**
- 10 **New Leader Fundamentals**
- 26 **Developing a Climate for Innovation**
- 30 **Excelling in Times of Change**
- 31 **Transformative Leadership**

APRIL

- 2 **The Emerging Leader**
- 2 **Grow Your Career**
- 7 **Transformative Leadership**
- 9 **Grow Your Career**
- 10 **Change Agent Certification**
- 14 **Transformative Leadership**
- 15 **Excelling in Times of Change**
- 16 **Grow Your Career**
- 17 **Change Agent Certification**
- 21 **Transformative Leadership**
- 23 **Achieving the Most in Meetings**
- 24 **The Art of Communication**
- 28 **Transformative Leadership**
- 29 **Performance Excellence using the Baldrige Criteria**
- 30 **Building High Performance Teams**

MAY

- 1 **Critical Conversations**
- 1 **Change Agent Certification**
- 5 **Transformative Leadership**
- 6 **The Manager's Role in Leading Change**
- 12 **Transformative Leadership**
- 13 **Executing Improvements**
- 14 **Bringing Out the Innovation in You**
- 19 **Transformative Leadership**
- 21 **Getting Things Done**
- 27 **New Leader Fundamentals**

JUNE

- 3 **New Leader Fundamentals**
- 10 **New Leader Fundamentals**
- 17 **New Leader Fundamentals**