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Online Certificate Program **High Performance Leadership**

Ten-course certificate program from Cornell University

ILRSM509 **Developing an Agenda for Change**

ILRSM510 **Mapping the Political Terrain of Allies and Resistors**

ILRSM511 **Negotiating Support and Buy-In for Your Agenda**

ILRSM512 **Mobilizing the Coalition for Action**

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

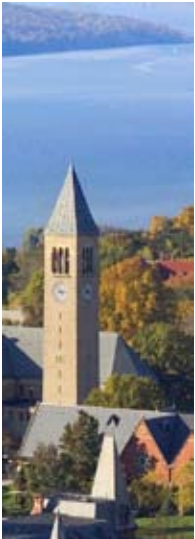
ILRSM514 **Sustaining Momentum: Motivating Through Vision, Culture, and Political Agility**

ILRSM515 **Preparing for Negotiations**

ILRSM516 **Tactics and Skills for Negotiating**

ILRSM517 **The Coaching Mindset**

ILRSM518 **The Coaching Process**



eCornell—serving the global demand for expertise from Cornell University through exceptional online learning experiences tailored for professional and executive development.

An international community of eCornell students hail from over 180 countries.

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, project leadership and hospitality management.

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, real-world situations.

The eCornell Experience

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.

eCornell offers a proven delivery model 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 courses provide the convenience of structure and flexibility with course sessions starting every other week, round-the-clock/round-the-world access to course materials, live online chat, telephone, and email customer support. This world-class online learning is designed to stimulate and build motivation resulting 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.
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- 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.
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- In the end, 95% of students would recommend to their peers that they take an eCornell course.



Campus Connections

Collaboration between Cornell faculty experts and eCornell’s learning and user-experience designers create unique, engaging, and rigorous learning experiences.

eCornell curriculum is developed in partnership with Cornell University’s ...

- College of Industrial and Labor Relations
- College of Engineering
- School of Hotel Administration
- Johnson Graduate School of Management
- College of Human Ecology
- College of Agriculture and Life Sciences
- Laboratory of Ornithology

Accreditation

eCornell is a registered provider of professional recertification or continuing education units by the following :



Cornell University

Students who successfully complete the required courses in a program series receive a certificate from Cornell University suitable for framing.

All eCornell courses are eligible for continuing education units (CEU), from the School of Continuing Education at Cornell University. Courses with the prefix ILR, receive CEUs from the School of Industrial and Labor Relations at Cornell University.



American Council on Education - ACE

The American Council on Education (ACE) is the major coordinating body for all the nation’s higher education institutions. Many eCornell certificate programs have been recommended for college credit by the American Council on Education’s College Credit Recommendation Service (CREDIT). For more information about ACE visit <http://www.acenet.edu>.



Human Resources Certification Institute (HRCI)

eCornell is a Human Resource Certification Institute (HRCI) Approved Provider. Many courses are approved toward PHR and SPHR recertification credit hours through HRCI. For more information about certification and recertification, please visit the HRCI homepage at www.hrci.org.



Project Management Institute (PMI)

eCornell is a designated Global Registered Education Provider (R.E.P.) of the Project Management Institute (PMI). As a R.E.P., eCornell has been approved by PMI to issue Professional Development Units (PDUs) to Project Management Professionals (PMPs) seeking to maintain their certification for many leadership, strategic management, financial management, and management development courses. For more information about PMI visit <http://www.pmi.org>.



Society of Management Accountants of Canada

CMA Canada grants a professional designation in management accounting and regulates its members under the authorization of provincial legislation.

eCornell courses have been approved for seven (7) recertification credit hours (CPLDs) toward CMA recertification through the Society of Management Accountants of Canada at the national level. The CMA provincial associations verify and track hours submitted by their provinces standing CMAs. Each CMA is required to submit a minimum of 120 hours over a three year period and a minimum of 30 hours per year. For more information visit www.cma-canada.org.



- Study offline
- Highlight text
- Write and save searchable study notes
- Customize page views
- Full search features
- Print

What are eCornell CourseNotes?

eCornell CourseNotes are a way to enhance your eCornell learning experience to help you take notes, highlight important information, search for key words and phrases, and read your course materials while you are not online.

CourseNotes are designed using software designed by VitalSource Technologies to provide you with an easy to use tool to view your CourseNotes and organize them to suit your own needs.

CourseNotes download to your computer, much like music files, so that you can access them anywhere and any time you are at your computer. Unlike other e-books, CourseNotes are much more than “pictures of pages” — you have the ability search the CourseNotes of single courses, or any group of CourseNotes that you have purchased. You can also take searchable notes, highlight important portions of the course, easily print out each course, customize your page views, and even copy-and-paste content with bibliographic support.

How do they work?

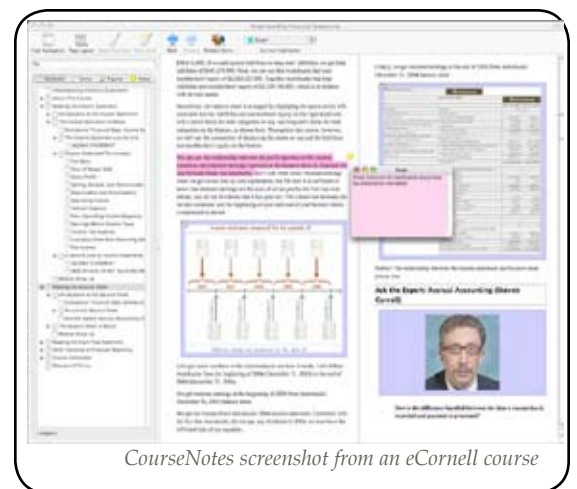
CourseNotes requires a free software download of the VitalSource Bookshelf (available at <http://www.vitalsource.com/index/bookshelf>). The Bookshelf allows you to download your CourseNotes to up to two separate computers, so you can have a copy at home and at work. CourseNotes and the VitalSource Bookshelf are compatible with Windows PCs and Macs.

You don't need to be connected to the Internet to use your CourseNotes; you can read, highlight, or take notes whenever you are at your computer. The Bookshelf is designed to allow you to customize your page layout so you can read the material exactly the way you want to see it. You can choose from a Browser, Column, or Reading view.

You can search your CourseNotes easily using key words and phrases. You can also search multiple CourseNotes simultaneously to provide you with information about a topic, like effective communication, that is discussed in more than one eCornell course.

You have the ability to highlight content in CourseNotes and to choose your highlighting color in order to differentiate different pieces of information. You can also take notes right in the bookshelf about the materials and have your notes be fully searchable.

Course notes are available to our individual customers for US\$29.00 each. Learners who enroll through an eCornell corporate program may be eligible for reduced rates.



CourseNotes screenshot from an eCornell course

Certificate in High Performance Leadership

A ten-course certificate from Cornell University

Certificate Overview

The High Performance Leadership certificate program is your path from yesterday's passive model of leadership to the proactive leadership skills you need to thrive in today's uncertain and ultra-competitive environment. The High Performance Leadership certificate program, developed by Samuel Bacharach, McKelvey-Grant Professor at Cornell University, is a thorough and interactive guide to becoming a high-performing proactive leader in any functional context within an organization—from the C-suite to operations, HR, IT, manufacturing, and beyond.

Professor Bacharach has distilled three decades of academic research and practical business experience into a series of courses that explore, delineate, and teach the specific skills that leaders must achieve to attain high performance. With the completion of the ten-course sequence in the High Performance Leadership series, your organization will have the type of high-performance leaders who can assure:

- Organizational agility; more nimble and innovative, with greater responsiveness to changes in the market.
- A culture of execution; fewer initiatives stuck in functional silos; decreased redundancy.
- Engaged employees; improved results with fewer or scarcer resources.
- Leaders who develop the talent of others; a shared language and vocabulary for how to lead.

Each course is built around a course project, which is designed to accelerate the transfer of the newly-learned skills into the leader's organizational context.

Who Should Take This Certificate?

This certificate is designed for managers and leaders who are already functional experts but need to become high-performance leaders - leaders who can advance an agenda, sustain momentum, negotiate for resources, coach others to achieve their potential, and, above all, execute.

Certificate Information

High Performance comprises the following ten courses:

ILRSM509 **Developing an Agenda for Change**

ILRSM510 **Mapping the Political Terrain of Allies and Resistors**

ILRSM511 **Negotiating Support and Buy-In for Your Agenda**

ILRSM512 **Mobilizing the Coalition for Action**

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

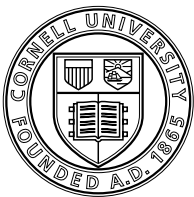
ILRSM514 **Sustaining Momentum: Motivating Through Vision, Culture, and Political Agility**

ILRSM515 **Preparing for Negotiations**

ILRSM516 **Tactics and Skills for Negotiating**

ILRSM517 **The Coaching Mindset**

ILRSM518 **The Coaching Process**



Accreditation

Learners who successfully complete the ten courses in the series receive a High Performance Certificate from Cornell University.

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.



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ILRSM509 Developing an Agenda for Change

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.

Learners 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

ILRSM510 Mapping the Political Terrain of Allies and Resistors

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 resistors.

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 resistors to their initiatives. With this understanding learners will be able to anticipate and prepare for arguments resistors may use in their attempts to derail the initiative.

Learners who complete this course will be able to:

- Map the allies, potential allies, and the resistors 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

Prerequisites

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

ILRSM511 Negotiating Support and Buy-In for Your Agenda

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

Learners 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

Prerequisites

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

ILRSM512 Mobilizing the Coalition for Action

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

Learners 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

Prerequisites

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

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ILRSM513 Establishing Momentum: Managing Structure, Resources, and Performance

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.

Learners 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

ILRSM514 Sustaining Momentum: Motivating through Vision, Culture, and Political Agility

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.

Learners 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

Prerequisites

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

ILRSM515 Preparing for Negotiation

Negotiation is a basic leadership skill that all successful managers need. However, many of us suffer from common misconceptions about negotiators and negotiations. Before you can become an effective and proactive negotiator, you need to confront these myths, put them to rest, and learn the skills that are critical to anticipating, analyzing, and preparing for negotiations.

This course will provide you with a practical and effective framework and toolset to prepare for all types of negotiations, ranging from power negotiations to problem-solving negotiations and mixes of the two. It is based upon the academic and applied research of the Cornell ILR School's Professor Samuel Bacharach and makes extensive use of real-world examples and situations, advice and insight from negotiation experts, and opportunities to apply and practice the skills in authentic situations.

Learners who complete this course will be able to:

- Assess your needs and alternatives
- Assess the other parties' needs and alternatives
- Determine when to negotiate
- Anticipate power, personality, and cultural issues that may affect negotiations

ILRSM516 Tactics and Skills for Negotiating

Successful negotiation demands the flawless execution of a well-crafted strategy. This course develops the skills necessary to ensure that you can think both strategically and tactically at the negotiation table and master the techniques and maneuvers that will determine your success or failure.

This course provides a practical framework for managing negotiations that can be used in almost any type of negotiation. This course clearly guides you through the process of negotiating to ensure that you are able to execute your strategy and achieve your objectives. How a negotiation starts can significantly affect how it ends; this course ensures that you are able to set the initial tone for your negotiations, decide whether you should make the first move, determine how to present your proposals, and establish your negotiation style. It also provides tools to ensure that your ego does not impair your ability to gain your desired outcome.

Learners who complete this course will be able to:

- Avoid the dangers of ego
- Establish the negotiation setting and make the first move
- Decide whether to be cooperative or competitive
- Use proactive arguments, questions, and emotions to engage the other party
- Close negotiations effectively

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ILRSM517 The Coaching Mindset

Learn how to maximize the proactive capacity of employees by adopting a coaching mindset. Develop the skills you need to establish and maintain a coaching dialogue; understand how coaching complements supervision and how to avoid common coaching mistakes.

Being a proactive coach is a fundamental component being a good leader in the workplace. Coaching implies that leaders not only supervise, but develop the capacities and skills of all employees. A coaching mindset implies that leaders approach employees not simply as subordinates, but protégés, resources to be developed and expanded. Coaching is critical to good workplace leadership. This course emphasizes the importance of supplementing the traditional supervisory mindset with the coaching mindset. It draws upon a variety of examples to illustrate coaching in an organizational context, and details the four functions of coaching in an easy-to-understand and practical context.

Learners who complete this course will be able to:

- Define coaching in terms of the organizational context, differentiating the coaching mindset from the supervisory mindset
- Apply the listening, questioning, and feedback skills necessary to facilitate the coaching dialogue
- Assist others in building their proactive capacities

ILRSM518 The Coaching Process

Learn to use the coaching process to identify issues and goals in four key coaching arenas and to work with your proteges to build the skills they need for success..

Leaders who have learned to develop a coaching mindset, studied coaching functions, and practiced the coaching dialogue in The Coaching Mindset, can continue their studies here by examining the coaching process. As in The Coaching Mindset, the authors realize that in the workplace not all coaching approaches are appropriate, and have developed a model process which is uniquely applicable for organizational settings.

This course walks through the process of goal setting in each of the four arenas of coaching; helps you to understand the framing, prioritization, and execution of goals for your subordinates; and addresses roadblocks that appear throughout the coaching process. After taking this course, leaders will understand everything from how to help their proteges with specific work and personal issues to how to leverage coaching to become a high-performance leader within the organization.

Learners who complete this course will be able to:

- Use the coaching process successfully in a workplace relationship
- Work with a protege to cultivate a vision of the future, while working effectively with the immediate



Call: 1-800-326-7635, outside of the United States: +1-607-330-3200

Email: info@ecornell.com

Write: 950 Danby Road
Suite 150

Ithaca, NY 14850

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