

HIGHLIGHTS

Learn...Discover...Grow

2nd Quarter | FY 2017

2017 DDM Speaker Series Opens with Candor, Humor...and How to Say Anything to Anyone!



On December 8, NIH welcomed Shari Harley as the first speaker in this year's Deputy Director for Management

(DDM) Seminar Series. Anything but boring, Shari – who also does stand-up comedy – shared with attendees approaches for using candor in the workplace to create a safe haven for employees, managers, and associates so they can speak productively. If you missed the session, the archived video is available from the past seminars page at <http://www.ddmseries.od.nih.gov/>.

Check out the 2017 DDM Seminar Series Schedule

Valorie Burton - February 16
Resilient and Ready: How to Thrive Through Challenge and Change
Bestselling author of *Why Not You?*, named by *Success Magazine* as one of the "Top 25 Must-Read Success Books," who has appeared on the *TODAY Show*, *Dr. Oz*, *Headline News*, and *CNN*.

AI Pittampalli - April 13
Persuading Others to Be Persuadable
Author of *Persuadable: How Great Leaders Change Their Minds to Change the World*, and featured in *Harvard Business Review*, *Forbes*, and on *NPR*.

Shawn Achor - June 15
Positive Psychology, Productivity and the Science of Happiness
One of the world's leading experts on the connection between happiness and success, whose research made the cover of *Harvard Business Review*, who has lectured in more than 50 countries on resilience, optimism and the power of a positive mind.

Seminars are held from 11:00-12:30, in the Masur Auditorium, Building 10. Visit <http://www.ddmseries.od.nih.gov/> for details.

New Year's Resolutions You Can Keep

Are you guilty of coming up with grandiose and lofty new year resolutions each year and by early Spring, your goals are a distant memory? If this describes you, you are not alone. The University of Scranton's *Journal of Clinical Psychology* states, approximately 45% of Americans usually make New Year's resolutions and just 8% actually achieve their New Year's Goals.

According to *Forbes* magazine, four tips can help you manage your goals and be accountable. Follow these steps and invest in your continuous learning and development in 2017.

- ① **Keep it Simple and Short.** It's sensible to set small, specific attainable goals throughout the year.
- ② **Make it Tangible.** Goals should be measurable, rational and achievable.
- ③ **Make it Obvious.** Chart your goals. Use "To-Do" lists, "vision boards" or other ways to hold yourself accountable.
- ④ **Believe in Yourself.** You have as much willpower as you think you have.

The NIH Training Center offers workshops, classes, and services to help with every aspect of your professional life. From time management and public speaking, to meeting management and problem solving, we have a class to help you reach your goals. Visit: <https://trainingcenter.nih.gov/list.aspx?catId=7> to access our complete professional development course catalog.

In addition to classes, we offer:

- ✓ Individual Development Plan (IDP) Consulting: https://trainingcenter.nih.gov/idp_consulting.html
- ✓ Leadership Programs: https://trainingcenter.nih.gov/continuum_of_leadership.html
- ✓ Individual and Team Coaching: <https://trainingcenter.nih.gov/coaching.html>

Explore these valuable resources NIH has exclusively for you! Consider the NIH Training Center as your accountability partner for 2017 (and beyond). We'll help you meet your goals and stay on track.

NIH Senior Leadership Program—Enhancements Designed with You in Mind

The NIH Senior Leadership Program (SLP) is better than ever in 2017! The SLP is for GS14, 15, SES, and equivalent supervisors and managers who want to enhance their leadership skills in alignment with OPM's Executive Core Qualifications (ECQs) and NIH's mission.

NIH SLP 2017

CONTINUED FROM PAGE 1

Program Features and Structure

Orientation Welcome! 1/2 day Program Introduction	Days 1-3 Assessments Coaching Leadership Development Action Plan	Day 4 Results-Based Accountability <i>Leading for Impact</i>
Day 5 Polarities in Leadership <i>The Wisdom of "And"</i>	Day 6 Negotiation <i>Leadership in Conflict and Collaboration</i>	Day 7 Energy, Risk, and Technology <i>Frontiers for Leadership</i>
Day 8 Persuasion <i>Credible and Compelling Leadership</i>	Day 9 Leading to Learn <i>The Importance of Implicit</i>	Day 10 Emotional Intelligence <i>EQ > IQ</i>

Participants this year, who will be selected in January 2017 by EO nominations, will join over 1,300 NIH leaders who have experienced this prestigious program focusing on organizational leadership. The next generation of program content will incorporate best practices of the SLP from the past, with new content preparing leaders for the future.

For More Information

Visit https://trainingcenter.nih.gov/senior_leadership_program.html for details, and let your supervisor know if you are interested in being considered for a 2017 SLP session. While on the site, be sure to check out the **SLP alumni video**.

New for You in Q2 - 360 Assessments

Consider a 360-degree leadership assessment and receive feedback about your leadership behaviors from peers, direct reports, customers, and external stakeholders in addition to your supervisors and managers. A wider range of

perspectives leads to increased self-awareness! You'll have a better understanding of your strengths and areas for improvement.

The NIH Training Center launched a new service through which you can receive a stand-alone 360 leadership assessment without the need to commit to a long-term coaching engagement. You'll receive an orientation to the survey

instrument and a debrief of your results with a certified executive coach. You'll also receive a comprehensive action plan that maps out steps you should take to reach your goals.

Seek a broad range of perspectives and uncover any leadership blind spots you may have. Visit <https://trainingcenter.nih.gov/coaching.html> or contact Keisha Berkley at berkleyk@od.nih.gov for details.

FAC-C Classes in Demand!

If you are an acquisitions professional, the NIH Training Center now offers numerous options for you to obtain your FAC-C certification.

CON 100	CON 127
CON 170	FCN190

Enrollment in these courses is consistently at maximum capacity, with excellent feedback. Meron Makasha, at NIMH, recently participated in CON 100 and shared:

"This is the BEST class I've taken in the 20 some years here at NIH. The instructor, Howard Robinson, was great and kept the classroom totally engaged. I am even more encouraged and actually look forward to the several courses I still need to take to meet the FAC-C requirement!"

If you have any questions about our FAC-C classes, please contact Kimberly.Doherty@nih.gov.

LMS Assists Supervisors with PMAPs

Do you know there are valuable reports available designed for NIH supervisors handling Performance Management Appraisal Program (PMAP) tasks? If you need to get a handle on training completions for your direct reports in 2016, check out the following report to help you:

**Note: Please use Internet Explorer to generate these reports, as other browsers are not compatible.*

The **"Enrollment Dashboard for Managers"** will display all learning activities for only your direct reports rolled up.

Reports Create New Report Print Export Modify Table				
Name	Report Template	Description	Engine Type	Actions
Enrollment Dashboard for Manager	Enrollment Dashboard for Manager	This report displays all learner enrollments for a given Manager's direct reports	Managed Report	Actions

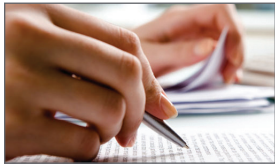
Are you an NIH employee? There is a report called **"NIH Internal Learner History"** that will provide you a transcript of your learning for the past year.

Reports Create New Report Print Export Modify Table				
Name	Report Template	Description	Engine Type	Actions
NIH Internal Learner History	NIH Internal Learner History	This report displays transcript information for an internal learner.	Managed Report	Actions

Don't Forget!

After you have reviewed the reports, be sure to determine if there are any gaps in training needs for your team or for individuals assigned to new job roles. There are many resources available to help meet your 2017 learning goals. Visit the LMS support page at <https://hr.od.nih.gov/hrsystems/benefits/lms/FREESkillsoftOnlineTraining.htm> for more resources.

NIHTC Featured Class of the Quarter: Writing Skills for NIH Employees (Course NIHTC2114)



April 18

9:00-4:00 | \$430

For details, visit:

<https://trainingcenter.nih.gov/ShowDetails.aspx?cid=NIHTC2114>

Keisha Berkley, NIH Training Center Program Manager, chats with Bob McLean, facilitator for the Center's "Writing Skills for NIH Employees" workshop.

Keisha:

Some would argue that the writing has lost its importance in this digital age of "tweets," texts, and emails. Would you agree?

Bob:

No, I disagree. In fact, because of the proliferation of electronic communication, the ability to write concisely and persuasively is more important than ever. Readers have an even greater appreciation today than a decade ago for conciseness and clarity. They also appreciate when a writer is clear on assignments, deadlines, and expectations. The complaints we hear most about writing is that readers either never get to the point, take too long getting to the point, or fail to make clear whether something is urgent or if it can wait. And today, if it can wait, most readers would be grateful to know that they can pay attention to more important issues first.

Keisha:

What book or resource do you find to be the best resource to improve writing skills?

Bob:

Aside from our one-day workshop, we mention several resources in our class. They include some good reference works (all of which are on my bookshelf). Perhaps the easiest way to become a better writer is to read good writing. By that, I mean a really good book—not that fat paperback you would take to the beach, but something more serious, a good piece of literature. It's important to remember that most newspapers and magazines are written for people with an eighth-grade education or lower. If that is your primary reading, you are not being exposed to higher-level writing, which is often what's needed at NIH where the audience frequently includes readers with advanced degrees.

Keisha:

Explain the importance of exceptional writing skills in a health organization such as NIH.

Bob:

Let's consider the type of audiences you often write for at NIH. These are very busy, very smart people who expect a higher level of communication. They have certain expectations about the material they must read. This will increasingly be the case

as you move through your career, especially if you move into management. And if you want to get promoted, you must have good communication skills. We can help you improve your written communication skills in this one-day class—and tell you other ways to improve your communication skills outside of the class. Here's the bottom line: Everyone needs a refresher course because everyone falls into writing patterns and, occasionally, bad writing habits.

Keisha:

Share your "Top 3 Tips" that NIH'ers can use to improve their writing skills.

Bob:

#1: Know yourself and your strengths and weaknesses. For example, I'm a good writer, but only a fair proofreader. So, I know in that stage of the writing process I'll need help. I also know I'm better at writing, editing, and proofreading (three very different skills we talk about in the class) in the morning than later in the day.

#2: Never start with a blank page unless that's your only option. When you're given a writing assignment you've never done before, ask for well-written examples of that document. Then find out what makes them good examples. Is it length? Tone? Format? That interview is part of the four keys to effective communication we teach in the first part of this class.

#3: Audience is everything. This is the single most important point we cover. If someone in your office asks you to judge the quality of a document, you cannot do that unless you know for whom it was written. Audience is everything because it tells you what to include—and as important what to exclude. We're all busy and we've all got a lot to read. So if I don't need it, please don't include it. So, how about if you're writing for a large audience that includes new people and experienced colleagues? Come to the class and find out.

Additional Writing Workshops:

Effective Writing Refresher Workshop (1/2 day): This 3-hour workshop will uncover writing errors in organization, grammar, and style that are commonly seen at NIH and offers a chance for participants to critique their writing samples. <https://trainingcenter.nih.gov/ShowDetails.aspx?cid=NIHTC2116>

Strategies for Effective Email Communication (1/2 day): Certain limitations of email can present new challenges in making sure the right message is conveyed and received. Learn strategies for email communication that will increase your ability to manage email conflict and convey the desired tone and emotion. <https://trainingcenter.nih.gov/ShowDetails.aspx?cid=NIHTC2100>

2nd Quarter FY 2017 Course Offerings

Course Title	Length	Start Dates	Course #
Acquisitions Management			
Internal & External Requisitioner (NBS)	1 day	1/5, 2/13, 3/24	NIHTC9516
Professional Services	1 day	1/6, 3/23	NIHTC5512
COR Essentials/COR Refresher	1 day	1/6, 3/3	NIHTC9547
Basic COR Training	5 days	1/9, 2/6, 3/6	NIHTC9546
Simplified Acquisitions & Delegated Procurement (NBS)	5 days	1/9, 3/27	NIHTC9513
Federal Appropriations Law Refresher	1 day	1/12, 3/17	NIHTC5524
Writing Statements of Work	2 days	1/17	NIHTC8801
CON 170: Fundamentals of Cost & Price Analysis	9 days	1/23	NIHTC9574
Purchase Card Training (NBS)	3 days	1/23, 2/22, 3/22	NIHTC9512
Federal Appropriations Law	3 days	2/9	NIHTC5521
Advanced Simplified Acquisition	5 days	2/13	NIHTC9532
Introduction to NIH Property Management (NBS)	3 days	2/15	NIHTC9517
Intellectual Property	1 day	2/21	NIHTC9522
CON127: Contract Administration	2 days	2/21	NIHTC9573
FCN 190: Fundamentals of the FAR	10 days	12/27	NIHTC9567
CON100 - Shaping Smart Business Arrangements	5 days	3/27	NIHTC9566
Administration Systems & Policy			
Fellowship Payment System	2 days	1/18, 3/27	NIHTC2646
Module 1: Advanced HR System Reporting Capabilities nVision	1/2 day	1/18	NIHTC8601
Module 3: Survey and Evaluation Methods	1/2 day	1/18	NIHTC8603
Capital HR Systems Training	1 day	1/19, 3/16	NIHTC4009
Basic ITAS for Timekeepers	2 days	1/23, 2/6, 3/13	NIHTC2624
ITAS for Supervisors & Leave Approval Officials	1/2 day	1/31	NIHTC2627
Title 42 at NIH	2 days	2/7	NIHTC8810
Advanced ITAS for Timekeepers	1 day	2/14, 3/20	NIHTC2626
Computer Applications & Concepts			
Microsoft Excel 365 Level 1	1 day	1/26	NIHTC7005
Microsoft Excel Level 2	1 day	1/27	NIHTC7006
Management, Supervision, & Leadership Development			
Supervisory Refresher	2 days	1/23	NIHTC9561
Supervisory Essentials	3 days	2/14	NIHTC9511
Professional Development			
Success Strategies for Introvert Leaders	1 day	1/10	NIHTC4502
Strategies for Effective Email Communication	1/2 day	1/18	NIHTC2100
Powerful Presentations and Storytelling: Small Groups Coaching Workshop	1 day	1/19	NIHTC4003
How to Build Your Personal Brand, Your Network & STAND OUT Among the Rest	1 day	1/30	NIHTC4021
Effective Writing Refresher Workshop	1/2 day	1/31	NIHTC2116
Facilitating Masterful Meetings	1 day	1/31	NIHTC4101
Managing Change at NIH: How to Be a Successful Change Agent and Sponsor for Results	1 day	2/1	NIHTC4103
Motivating and Engaging NIH Employees	1/2 day	2/2	NIHTC4500
Putting the Federal Employee Viewpoint Survey Results (FEVS) to Work: An Action Planning Workshop	1/2 day	2/2	NIHTC4501
Women in Leadership: Strategies for Success	4 days	2/13	NIHTC4504
Myers Briggs Training	1/2 day	2/14	NIHTC9590
Unconscious Bias	1 day	2/28	NIHTC4402
Managing Difficult Conversations and Conflict at NIH: Fundamentals of Negotiation	1 day	3/1	NIHTC4203
Project Management	2 days	3/20	NIHTC9414
Retirement			
Pre-Retirement Workshop (FERS)	3 days	1/11, 1/30, 2/27, 3/29	NIHTC5810
Pre-Retirement Workshop (CSRS)	3 days	1/25	NIHTC5812
Mid-Career Retirement Workshop	2 days	2/16	NIHTC5814
Learning Management System (LMS)			
LMS Learning Administrator	2 days	1/10, 3/29	NIHTC1003
LMS Local Learning Registrar	1 day	2/13	NIHTC1001
LMS People Administrator	2 days	3/15	NIHTC1002
Travel			
Domestic Travel (Concur Government Edition)	3 days	1/17, 3/8	NIHTC2700
Foreign Travel (Concur Government Edition)	2 days	1/25, 2/16, 3/15	NIHTC2701
Domestic Travel Refresher (Concur Government Edition)	1 day	2/8	NIHTC2706
Sponsored Travel (Concur Government Edition)	1 day	2/15	NIHTC2702
Travel for AOs & Approving Officials (Concur Government Edition)	1 day	3/17	NIHTC2703

Please note: Additional courses are available! View the entire FY2017 NIH Training Center course schedule at <https://trainingcenter.nih.gov>

Quote of the Quarter

“The great breakthrough in your life comes when you realize that you can learn anything you need to learn to accomplish any goal that you set for yourself. This means there are no limits on what you can be, have or do.”

—Brian Tracy

Submitted by: Cynthia Radford,
Training Manager, ASAB, OM, NIEHS

Coming Soon... Virtual Open House



The NIH Training Center will launch our 1st virtual Open House webinar this Spring. Meet our team, explore our offerings, preview our classrooms and learn how we can support YOU. Check our news site for updates as they become available at <https://trainingcenter.nih.gov/news.html>

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