

# LEARN • GROW • ACHIEVE

JANUARY-MARCH 2019

## Setting Goals *and* Reviewing Results

Owning Your Professional  
Development

Patient Experience  
Program (PEP)

Communication  
Certificate Program



**TALENT DEVELOPMENT AND LEARNING**

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**On the cover:**

**Kendalle Harrell | Training Specialist**

# 2019 OPEN ENROLLMENT COURSES

## LEADERSHIP

An Introduction to Situational Leadership  
Challenging Conversations  
Coaching for PEAK performance  
Conveying Performance Expectations  
Communicating for Leadership Success  
Creating a Service Culture: The Service Leader Role  
Delegation Intensive for New Managers  
Gaining Commitment to Get Results  
Gaining Confidence in Your Hiring Decisions: The Behavioral Event Interview Approach  
How We Make Decisions and How to Make Them Better  
Leading Your Team Through Change  
Motivating Your Team  
Navigating Conflict as a Leader  
Setting Goals and Reviewing Results  
The Basics of Leading Change  
The Emotionally Intelligent Manager

## COMMUNICATION

Communication Certificate Program

- Part 1: Exploring the World of Communication
- Part 2: Communication Boot Camp

Essentials of Email Etiquette  
Projecting Your Positive Personality on the Telephone

## CUSTOMER SERVICE

AIDET: Five Fundamentals of Customer and Patient Communication  
Foundations of Customer Service (Newly hired within the last 6 months)  
Improving Customer Service Through Great Explanations  
Managing Challenging Situations  
Patient Experience Program (PEP)

## GENERAL INTEREST

De-escalation Through Verbal Interventions  
Embracing Change  
How to Stay Focused on Your Goals  
Just My Type: Understand Yourself and Others Through the MBTI  
Managing Emotions in the Workplace  
Navigating Beyond Conflict  
Owning Your Professional Development  
Showcasing Your Professional Image  
Strategies for Managing Stress  
Systems Thinking  
Take Control of Your Time

**The Open Enrollment Courses can be customized for groups of 15 or more.**

**For more information contact  
Talent Development and Learning  
212 241-1944**

**Anyone who supervises one or more employees is eligible to attend the following courses.**

## JANUARY

### Setting Goals and Reviewing Results

Tuesday, January 8, 1:00pm-4:30pm  
The Mount Sinai Hospital

### How We Make Decisions and How to Make Them Better

Tuesday, January 15, 1:30pm-4:30pm  
42nd Street

### Coaching for PEAK Performance

Thursday, January 17, 9:00am-12:30pm  
Mount Sinai St. Luke's

### Motivating Your Team

Thursday, January 30, 10:00am-12:00pm  
Mount Sinai Downtown Union Square

### Communicating for Leadership Success

Thursday, January 31, 9:00am-12:30pm  
42nd Street

## FEBRUARY

### Gaining Commitment to Achieve Results

Tuesday, February 5, 9:00am-12:00pm  
The Mount Sinai Hospital

### The Emotionally Intelligent Manager

Thursday, February 7, 10:00am-12:00pm  
Mount Sinai St. Luke's

### Gaining Confidence in Your Hiring Decisions

Wednesday, February 13, 9:00am-12:00pm  
42nd Street

### Creating a Service Culture: The Service Leader Role

Thursday, February 21, 1:30pm-4:30pm  
Mount Sinai Beth Israel

### Challenging Conversations

Tuesday, February 26, 1:30pm-4:30pm  
Mount Sinai St. Luke's

## MARCH

### Delegation Intensive for New Managers

Thursday, March 7, 2:00pm-4:00pm  
Mount Sinai West

### An Introduction to Situational Leadership

Wednesday, March 13, 9:00am-12:00pm  
The Mount Sinai Hospital

### Conveying Performance Expectations

Tuesday, March 21, 9:00am-12:30pm  
Mount Sinai West

### Navigating Conflict as a Leader

Tuesday, March 26, 9:30-12:30pm  
Mount Sinai Downtown Union Square

## LOCATIONS

### Mount Sinai Beth Israel

First Avenue at 16th Street

### The Mount Sinai Hospital

1468 Madison Avenue

### Mount Sinai Downtown-Union Square

10 Union Square East

### The New York Eye and Ear Infirmary of Mount Sinai

310 East 14th Street

### Mount Sinai Brooklyn

3201 Kings Highway

### 42nd Street

150 East 42nd Street

### Mount Sinai St. Luke's

1111 Amsterdam Avenue

### Mount Sinai West

1000 Tenth Avenue

\*Specific room locations are provided in an e-mail confirmation approximately two weeks before the class.

**COMMUNICATION****JANUARY****Communication Certificate Program (CCP)**

*Participants must complete both parts in order to receive a certificate. However, they can be taken anytime within one year.*

**CCP Part 1: Exploring the World of Communication**

*Thursday, January 10, 9:00am-5:00pm  
42nd Street*

**CCP Part 2: Communication Boot Camp**

*Thursday, January 17, 1:00pm-5:00pm  
42nd Street*

**FEBRUARY****Essentials of Email Etiquette**

*Tuesday, February 12, 11:00am-1:00pm  
Mount Sinai West*

**Projecting Your Positive Personality on the Telephone**

*Tuesday, February 12, 2:00pm-4:00pm  
Mount Sinai West*

**MARCH****Communication Certificate Program (CCP)**

*Participants must complete both parts in order to receive a certificate. However, they can be taken anytime within one year.*

**CCP Part 1: Exploring the World of Communication**

*Tuesday, March 12, 9:00am-5:00pm  
42nd Street*

**CCP Part 2: Communication Boot Camp**

*Tuesday, March 19, 9:00am-1:00pm  
42nd Street*

**CUSTOMER SERVICE****JANUARY****Foundations of Customer Service (Newly hired within the last 6 months)**

*Friday, January 4, 9:00am-1:00pm  
Friday, January 11, 9:00am-1:00pm*

*Friday, January 18, 9:00am-1:00pm*

*The Mount Sinai Hospital*

**Managing Challenging Situations**

*Wednesday, January 23, 10:00am-12:00pm  
Mount Sinai St. Luke's*

**Patient Experience Program (PEP)**

*Thursday, January 31, 9:00am-5:00pm  
42nd Street*

**FEBRUARY****Foundations of Customer Service (Newly hired within the last 6 months)**

*Friday, February 1, 9:00am-1:00pm  
Friday, February 8, 9:00am-1:00pm  
Friday, February 15, 9:00am-1:00pm*

*The Mount Sinai Hospital*

**Improving Customer Service Through Great Explanations**

*Wednesday, February 20, 10:00am-12:00pm  
Mount Sinai West*

**Patient Experience Program (PEP)**

*Thursday, February 28, 9:00am-5:00pm  
42nd Street*

**MARCH****Foundations of Customer Service (Newly hired within the last 6 months)**

*Friday, March 1, 9:00am-1:00pm  
Friday, March 8, 9:00am-1:00pm  
Friday, March 15, 9:00am-1:00pm*

*The Mount Sinai Hospital*

**AIDET: Five Fundamentals of Customer and Patient Communication**

*Wednesday, March 20, 10:00am-11:30am  
Mount Sinai St. Luke's*

**Patient Experience Program (PEP)**

*Thursday, March 28, 9:00am-5:00pm  
42nd Street*

**JANUARY**

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**Just My Type: Understanding Yourself and Others Through the MBTI**

Tuesday, January 8, 10:00am-12:00pm  
*42nd Street*

**Strategies for Managing Stress**

Wednesday, January 16, 10:00am-12:00pm  
*Mount Sinai Beth Israel*

**Owning Your Professional Development**

Thursday, January 24, 10:00am-12:00pm  
*The Mount Sinai Hospital*

**Taking Control of Your Time**

Tuesday, January 29, 1:00pm-4:00pm  
*Mount Sinai St. Luke's*

**FEBRUARY**

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**Navigating Beyond Conflict**

Tuesday, February 5, 1:00am-4:30pm  
*42nd Street*

**Showcasing Your Professional Image**

Thursday, February 14, 1:00am-4:30pm  
*Mount Sinai Downtown Union Square*

**De-escalation Through Verbal Interventions**

Thursday, February 21, 10:00am-12pm  
*Mount Sinai St. Luke's*

**MARCH**

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**Systems Thinking**

Wednesday, March 6, 9:00am-12:00pm  
*42nd Street*

**Managing Emotions in the Workplace**

Thursday, March 14, 2:00pm-4:00pm  
*Mount Sinai Beth Israel*

**How to Stay Focused on Your Goals**

Wednesday, March 27, 9:30am-12:00pm  
*Mount Sinai Beth Israel*

**All computer classes are held at The Mount Sinai Hospital, unless otherwise indicated.**

## **ACCESS**

### **Access Database Design Lab**

*Wednesday, January 23, 11:00am–12:30pm*

*Wednesday, February 6, 11:00am–12:30pm*

*Wednesday, March 13, 11:00am–12:30pm*

### **Access Database Design**

*Thursday, January 31, 1:00pm–4:30pm*

*Wednesday, February 20, 1:00pm–4:30pm*

*Friday, March 29, 8:30am–12:00pm*

### **Access Query Design**

*Friday, February 1, 12:30pm–4:00pm*

*Thursday, March 14, 9:00am–12:30pm*

### **Access Information Retrieval**

*Thursday, February 21, 10:45am–12:30pm*

## **COMPUTER BASICS**

*Friday, February 8, 8:30am–10:15am*

## **EXCEL**

### **Excel Advanced**

*Thursday, January 24, 1:00pm–4:30pm*

*Thursday, February 21, 1:00pm–4:30pm*

*Wednesday, March 27, 1:00pm–4:30pm*

### **Excel Basic**

*Wednesday, January 23, 1:00pm–4:30pm*

*Thursday, February 7, 9:00am–12:30pm*

*Wednesday, March 13, 1:00pm–4:30pm*

*Friday, March 29, 12:30pm–4:00pm*

### **Excel Calculations**

*Thursday, January 24, 9:00am–12:30pm*

*Friday, February 8, 12:30pm–4:00pm*

*Thursday, March 28, 9:00am–12:30pm*

### **Excel Charting Basic**

*Friday, January 25, 8:30am–12:00pm*

*Friday, March 15, 8:30am–12:00pm*

### **Excel Lab**

*Wednesday, January 30, 11:00am–12:30pm*

*Wednesday, February 20, 11:00am–12:30pm*

*Wednesday, March 27, 11:00am–12:30pm*

### **Excel Intermediate**

*Wednesday, January 30, 1:00pm–4:30pm*

*Thursday, February 7, 1:00pm–4:30pm*

*Friday, February 22, 8:30am–12:00pm*

*Thursday, March 14, 1:00pm–4:30pm*

### **Excel Pivot Table**

*Thursday, January 31, 9:00am–12:30pm*

*Friday, February 22, 12:30pm–4:00pm*

*Thursday, March 28, 1:00pm–4:30pm*

### **Excel Pivot Charts**

*Wednesday, February 6, 1:00pm–2:45pm*

*Friday, February 8, 10:15am–12:00pm*

### **Excel Charting Advanced**

*Friday, March 15, 12:30pm–2:15pm*

## **POWERPOINT**

### **PowerPoint Basic**

*Friday, January 25, 12:30pm–4:00pm*

## **OUTLOOK BASICS**

*Wednesday, February 6, 2:45pm–4:30pm*

## **PEAK: LEARNING MANAGEMENT SYSTEM GETTING THE MOST OF SUPERVISOR/ MANAGER TOOLS**

*Friday, January 11, 2:30pm–3:30pm*

*Friday, February 8, 2:30pm–3:30pm*

*Friday, February 22, 2:30pm–3:30pm*

*Friday, March 8, 2:30pm–3:30pm*

*Friday, March 22, 2:30pm–3:30pm*

*42nd Street*

## **WORD**

### **Word Essentials**

*Friday, February 1, 8:30am–12:00pm*

### **Word Essentials Plus**

*Thursday, February 21, 9:00am–10:45am*

*Friday, March 15, 2:15pm–4:00pm*

## **THE IPROUREMENT TRAINING PROGRAM**

*Friday, January 4, 2:30pm–3:30pm*

*Friday, January 18, 2:30pm–3:30pm*

*Friday, February 1, 2:30pm–3:30pm*

*Friday, February 15, 2:30pm–3:30pm*

*Friday, March 1, 2:30pm–3:30pm*

*Friday, March 15, 2:30pm–3:30pm*



# COMMUNICATION

## Communication Certificate Program (CCP)

Participants must complete both parts in order to receive a certificate. However, they can be taken anytime within one year.

### CCP Part 1: Exploring the World of Communication

Learn the ins and outs of communication.

- **How communication works:** Discover the basic components of communication including the important roles that the sender, receiver, and message play in an exchange.
- **Elements of communication:** Examine how your tone, word choice and body language can influence your message in-person, over the phone, and via email.
- **Communication modalities:** Obtain the fundamental information you need to immediately begin communicating more effectively in the workplace.

### CCP Part 2: Communication Boot Camp

Understand what is important to others and use that information to communicate strategically and tactfully.

- **Communication tools:** Examine a variety of tools and resources to help you develop, practice, and perfect the art and science of communication.

- **Applied strategies:** Explore a range of communication perspectives and strategies that will help you navigate any interaction.
- **Feedback:** Explore techniques for giving and receiving effective feedback. Learn about active listening, direct vs. indirect communication, and using powerful words.
- **Crafting your message:** Acquire the skills to speak clearly and effectively to get your point across in the workplace.

## Essentials of Email Etiquette

Within the Mount Sinai Health System, email is a standard form of communication. In fact, for most of us it is the most commonly used communication tool which assists us in our day-to-day activities. For some, email can often be the only interaction we have with our customers. Learn how to compose effective email messages and follow the rules of polite email interaction. This course will also review the Health System's email policy to help ensure that you are aligned with the rules of email interaction

## Projecting Your Positive Personality on the Telephone

For most of us, generating a positive first impression is easy when we are in a good mood, but what happens when we are having a challenging day? How do we create a great image over the phone

when visual cues like body language cannot be seen? Learn how to improve your communication skills over the phone by reviewing proper communication techniques, uncover ways to consistently project an agreeable personality so callers perceive you and our Health System in a favorable way, and simultaneously set yourself up for a successful interaction

## **CUSTOMER SERVICE**

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### **AIDET: Five Fundamentals of Customer and Patient Communication**

AIDET (Acknowledge, Introduce, Duration, Explanation, Thank) is a framework for staff to communicate with patients and their families as well as each other. Learn how to develop and implement this tool in your work setting as well as create a personal AIDET presentation, demonstrate the AIDET tool, and explain why AIDET is critical to improving clinical outcomes and reducing patient anxieties.

### **Foundations of Customer Service (Newly hired within the last 6 months)**

Providing great customer service requires a set of skills and behaviors that everyone working at the Mount Sinai Health System should possess. But what are the foundations of these skills and behaviors? This course introduces new employees service standards, presents the five essentials of good customer service, and provides a forum to practice these skills.

### **Improving Customer Service Through Great Explanations**

One of the most important relationships the Mount Sinai Health System is between you and the customers you interact with. The goal of this workshop is to improve the quality of your explanations and to help you communicate more effectively with patients, visitors, colleagues, and internal customers, both in person or on the phone; to learn strategies to help determine what your customers want and need to know; create understanding between you and your customers; and communicate more effectively with disappointed customers.

### **Managing Challenging Situations**

Learning how to motivate yourself, manage negative emotions, and inspire those around you is essential to your professional success. Join us to discuss methods of cultivating self-awareness and leveraging your personal stories so that you can improve your relationships at work and

better handle the emotional element of your interactions with patients, colleagues, and supervisors. Topics will include the physiology of emotions, how your personal stories impact your social interactions, and how to manage your emotions in a variety of different and especially challenging situations.

### **Patient Experience Program (PEP)**

Providing an excellent patient experience is our top priority. The Patient Experience Program introduces participants to the most current thoughts and practices in the field of patient experience improvement. This full-day learning event will leave participants with enhanced skills, renewed energy, and actionable next steps to improve the experience of patients and their families is essential.

## **GENERAL INTEREST**

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### **De-escalation Through Verbal Interventions**

Although we cannot change how others behave when faced with difficult situations, there are techniques that can be used to help prevent disruptive behaviors from escalating. This workshop is designed to help you successfully work with disruptive individuals, while remaining positive and doing your best to problem-solve. Join us to discuss ways to: build confidence when dealing with conflict; avoid power struggles; and improve your listening skills in order to avoid becoming defensive, angry, and uncooperative.

### **How to Stay Focused on Your Goals**

Are you clear about some of your aspirations but unsure about others? Can you envision yourself in a certain role or place in life but are not quite sure how to get there? This course will provide clear goal-setting guidelines, a toolkit for creating ideas and manifesting your vision, and help lay the foundation for you to build on your dreams!

### **Just My Type: Understanding Yourself and Others Through the MBTI**

The Myers-Briggs Type Indicator (MBTI) will assist you in getting to know yourself and those around you better. Are you an organized and structured person or are you the type of person who likes to play things by ear? Whatever your preferences, this course will be a true eye-opener for you. Learn about theories to help you figure out your personality type and gain insight into other people's personalities, communication and work styles, career choices, and ideas about next steps.

### **Managing Emotions in the Workplace**

Learning how to motivate yourself, manage negative emotions, and inspire those around you is essential to your professional success. Join us to discuss methods of cultivating self-awareness and leveraging your personal stories so that you can improve your relationships at work and better handle the emotional element of your interactions with patients, colleagues, and supervisors. Topics will include the physiology of emotions, how your personal stories impact your social interactions, and how to manage your emotions in a variety of different and especially challenging situations.

### **Navigating Beyond Conflict**

The differences people bring to the workplace can promote tremendous creativity and innovation. Those same differences can also contribute to misunderstandings, which can lead to discord and, if left unresolved, controversy. Employees need to know how to effectively navigate beyond conflict to prevent damage from occurring. In this course, individuals learn how to recognize the warning signs of conflict and take action to prevent situations from escalating or to work out the conflict if it does escalate. The ability to successfully navigate conflict allows individuals to mitigate negative impacts, thus reducing the cost of conflict and improving business results.

### **Owning Your Professional Development**

Today's workplace is very competitive and requires a variety of skills to succeed. This workshop is designed to help you identify the professional development skills you need to make a difference and grow in your career. Learn how to manage yourself better and become responsible for your ongoing development. This course introduces self-coaching strategies that will help you make changes and improvements to your attitude about your work, your behavior at work, your performance, and your personal sense of self.

### **Showcasing Your Professional Image**

What are you communicating when you are at work? How are you perceived? Your professional image is a set of qualities, characteristics, and non-verbal cues that make an overall impression on our customers. This session explores the meaning of a professional image and what it encompasses, allowing you to: examine desired standards of professionalism; offer the opportunity to incorporate those standards into your own style; and design effective ways to communicate and role model professionalism in today's workplace.

### **Strategies for Managing Stress**

Handling life's stresses can be challenging. This stress management course will help you gain insight into techniques for dealing effectively with everyday issues that can lead to time mismanagement and tension. Learn methods to help you recognize the signs of stress, effectively budget your resources (time, money, etc.), clarify expectations, manage your physical self, discover solutions to assist you with work, and create work-life balance. Don't let stress get the best of you—let this course offer you coping skills for success and peace of mind.

### **Systems Thinking**

When presented with a complex issue in the workplace, our first instinct is often to "break it down" into manageable parts. Though we assume that an analysis of the parts will lead us to an understanding of the whole, we often lose sight of the whole picture and ignore how the components relate. This course will help you avoid the shortfalls of having a fragmented view of the world; learn how to look beyond events in order to see underlying patterns and structures; and understand why a linear consideration of "cause and effect" is incomplete. You will gain a basic understanding of the systems-related concepts and tools that can help you understand the dynamic behavior inherent in the complexity that surrounds us.

### **Taking Control of Your Time**

Managing time and competing priorities can be a never-ending challenge in today's busy workplace. We are constantly faced with evolving priorities and last minute demands which often make managing our schedules a daunting task. This workshop will help you develop knowledge and techniques for improving your time and priority management skills.



# SHARP

INTERNSHIP PROGRAM



## Host a SHARP Internship in Your Department

**H**ave you been looking for a fresh perspective on a program within your department? Are you curious as to how you can support internal staff development and retention? Maybe you are thinking of ways to support an emerging leader within your department, but don't know how to provide them with more leadership experience.

Look no further, we invite you to host a SHARP internship. SHARP is a unique program designed to offer Mount Sinai Health System employees the opportunity to develop professionally within the system. With your help, participants have the opportunity to grow their skill sets outside of their daily responsibilities and expand their internal employee network.

**For questions and information about hosting a SHARP internship, contact the SHARP Team at: [internship@mountsinai.org](mailto:internship@mountsinai.org) or [click here for FAQ's](#).**

**For more information about the SHARP Program or for access to the application, please contact Talent Development and Learning at 212-241-1944 or [Internship@mountsinai.org](mailto:Internship@mountsinai.org).**

# LEADERSHIP

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**Anyone who supervises one or more employees is eligible to attend the following courses.**

## **An Introduction to Situational Leadership**

The effectiveness of many leaders depends on how well they are able to influence others. Most leaders develop a style that works for some or many of the people with whom they need to work. Yet research suggests that the most effective leaders employ a full range of styles that vary depending on the situation. Situational leadership is a practical model that provides leaders with guidance on how to assess and use the leadership requirements for employees in specific situations. In this hands-on course, participants will learn and practice the Situational Leadership model and apply it to real life scenarios they face in their role as leaders.

## **Coaching for PEAK Performance**

Effective coaching is one of the most important drivers of team member performance. Whether leaders are guiding individuals toward success in new or challenging situations or helping them improve or enhance their work performance, their ability to coach and provide feedback makes the difference between mediocrity and high performance. Participants will understand the importance of three coaching techniques, how to effectively handle both proactive and reactive coaching discussions, and how to have more effective and efficient interactions as leaders.

## **Communicating for Leadership Success**

In today's complex environment, organizations need versatile leaders. They need leaders with strong interpersonal skills who can get things done by mobilizing and engaging others. This foundational course will help leaders communicate effectively so they can spark action in others. Participants will be introduced to the Interaction Essentials needed to handle the variety of challenges and opportunities they encounter every day in the workplace and beyond. This course will help you achieve results through others by building strong interpersonal relationships; plan for successful interactions with team members and provide meaningful, supportive feedback that motivates team members and helps individuals improve performance.

## **Challenging Conversations**

Learn new ways to communicate best when it matters the most. This course demonstrates communication tools to handle the most difficult and often most important conversations. The skills learned in this course will enable you to be effective in strengthening relationships, improving productivity, building and maintaining an open and productive team environment, and increasing accountability and responsibility in yourself and in colleagues.

## **Conveying Performance Expectations**

Excellent management skills are essential to effectively address poor performance. In this course leaders will learn how to document and present a solid case for needed improvement and will learn how to use effective interaction skills. Leaders will identify action steps following a performance problem discussion, provide ongoing feedback and support, and determine if it is necessary to impose formal consequences.

## **Creating a Service Culture: The Service Leader Role**

Creating a service culture is not a one-time, skills training event rather it is an ongoing organizational change driven by effective service leaders. Once your strategic focus is defined, the next step is knowing how to make your vision a reality. This course helps Mount Sinai service leaders identify barriers to service excellence and provides them with five leader practices to create a service culture. Participants will learn how to use authority and influence, as well as instruct them how to focus their efforts to achieve the results important to Mount Sinai customers. Please note this course is for services leaders only.

## **Delegation Intensive for New Managers**

Delegation is more than simply handing off a task. Ask any manager and they will say that delegation is one of the hardest skills to master, but is the key to becoming more productive at work. Learn the steps to effective delegation, how to avoid common delegation pitfalls, and how to use delegation as a development tool to motivate and challenge your employees. This fast-paced workshop will show you how to pinpoint the right task to delegate, the right time to delegate, and the right person for the task.

## **Gaining Commitment to Achieve Results**

At the core of a leader's success is the ability to gain commitment from others to achieve the desired results. Gaining commitment, however, is more than gaining acceptance of ideas and plans and agreeing upon deadlines for task completion. It is about inspiring others to take initiative, to sustain high levels of concentration, and to demonstrate resilience in overcoming obstacles. In this course, you will

learn that these commitment behaviors are related to a person's intrinsic task motivation, and you will gain insight on how a leader can use influence to gain acceptance of ideas and plans and, then, intervene in motivational processes to gain commitment.

### **Gaining Confidence in Your Hiring Decisions**

Selecting the right talent is one of the most important decisions that a supervisor or manager makes. After all, it is the quality of our staff that often has the most impact on the organization. The Behavioral Event Interview (BEI) is a method for assessing candidates and coming to a confident decision about your selection. This workshop will acquaint you with the overall BEI approach and will give you a set of tools that you can use in your own employment interviews.

### **How We Make Decisions and How to Make Them Better**

We are often judged by the decisions we make and by the outcomes we achieve. Seldom is much thought given to how we make decisions or the decision-making process. This course provides you with an opportunity to deepen your knowledge of the decision-making process and to expand your decision-making toolkit. You will learn methods for generating alternatives and choosing among them; guidelines for determining which decision-making style is appropriate for a given situation; and skills for managing collaborative decision-making processes. Additionally, you will be introduced to the psychology of decision-making—the study of how people actually make decisions and how the human mind sometimes leads us astray.

### **Motivating Your Team**

It is no secret that motivation helps drive performance. The ability to meet and exceed expectations is linked to motivation. As a result, it is essential for anyone leading a team to understand what drives employees internally and what influences them externally. This course is designed to help supervisors and managers identify the causes of underperformance and determine next steps to motivate their team to ultimately improve performance.

### **Navigating Conflict as a Leader**

Conflict is a natural occurrence and can be a healthy and productive way to introduce new ideas and methods. Learn about five different conflict styles and useful ways to diffuse potentially emotional situations you may find yourself in as a leader. This course will also examine a structured process for effectively resolving conflict that sometimes occurs amongst employees.

### **Setting Goals and Reviewing Results**

Individuals are more engaged and strive for better results when they feel ownership of their work process and outcomes. Leaders often fail to engage and reinforce this sense of ownership during performance management discussions. This course will demonstrate how shifting the traditional role of planner and evaluator from the leader, to shared responsibility between the leader and employee will have a positive impact on performance. This shift builds employee ownership and allows the leader to focus on coaching and developing throughout the performance cycle. Leaders will experience how to use effective (SMART) goals to help them and their employees track progress and fairly evaluate outcomes.

### **The Emotionally Intelligent Manager**

Emotional Intelligence (EI) is having the ability to recognize, motivate, and manage emotions in yourself and others. This workshop will help managers and supervisors define the characteristics and competencies of an emotionally intelligent individual, and how to effectively utilize Emotional Intelligence when interacting with direct reports and colleagues.



**Mount Sinai** *Talent Development and Learning*

**Rising Professionals**

Learn • Grow • Achieve • Connect



Networking Lunches

# Mount Sinai Has An Expansive Network, You Can Too!

#KeepRisingSinai



Hospital Tours & Clinical Observations



Learning From Leadership Series

Join Rising Professionals, a program dedicated to supporting staff with learning and networking opportunities. Rising Professionals, sponsored by Talent Development & Learning (TDL), is aimed at enhancing employee engagement by providing opportunities for professional and personal growth, while supporting and connecting individuals within the institution.

### Professional Events include:

- Learning From Leadership Series
- Professional Development Sessions
- “Hot Topic” Panel Discussions
- Quality of Life Initiatives
- Hospital Tours & Clinical Observations

### Social Events include:

- Networking Lunches
- Networking Social Mixers
- Sports Leagues
- Community Service Activities

Interested in learning more? Please email us at

[rising.professionals@mountsinai.org](mailto:rising.professionals@mountsinai.org) to receive our calendar of events!

# COMPUTER COURSES

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All computer classes are held at The Mount Sinai Hospital, unless otherwise indicated.

## ACCESS

### Access Database Design

Learn how to design a new database with Access. Topics include: the Access interface, table design, creating tables, building table relationships, and creating queries that extract data and make it easier to create forms and reports. Prior knowledge of Excel and databases are recommended.

### Access Database Design Lab

Use the knowledge learned in the Access Database Design course and create or modify your existing database. This lab is a self-paced practice session. Lab exercises are provided to help with proficiency. By the end of this lab you will feel more comfortable creating databases. You may bring your own database files to review.

### Access Query Design

If you have multiple tables and you need to extract data from each one, this class is for you! Learn how to select different parameters, update queries, and append records. We will discuss different query types and ways to have Access ask you for input information. Access Database Design course is recommended prior to taking this class.

### Access Information Retrieval

The next step in creating a database is to extract the information you put in it. Learn how to analyze and create reports. Topics include: record filtering, creating queries, and reports, and using the table view to do simple calculations.

## COMPUTER BASICS

This beginner's class is for anyone interested in learning more about the computer. Discover Windows operating system concepts. Learn the ins and outs of keyboard commands, filing schemes, and common applications. Learn how to customize desktops and more. Bring your questions!

## EXCEL

### Excel Advanced

Excel Advanced allows time for a recap of previous classes (Calculations, Pivot Tables, Excel Basic, and Excel Intermediate) and focuses on the advanced features of Excel

which include the grouping feature, data validation (drop down lists), formula auditing, and importing/exporting data.

### Excel Basic

In this introduction to Microsoft Office Excel, learn the basic features of the spreadsheet interface, basic navigation, data entry, basic formulas, basic chart making, and more. Bring all of your Excel questions!

### Excel Calculations

If you need to learn how to use formulas, this is the class for you! Discover many common formulas such as SUMIF, COUNTIF, AVERAGEIF, IF, AND, OR, and VLOOKUP. Prior knowledge of formulas is recommended

### Excel Charting Advanced

Prior knowledge of Excel charting is required before taking this course. Create more than just a basic chart. In this course you will learn how to use combination charts, in-cell charts, dynamic charts with drop down menus, spark lines, and much more.

### Excel Charting Basic

Learn to summarize Excel data using charts. Topics include chart types and their uses, the chart tools design, layout and format tabs, and integrating charts into Word and PowerPoint.

### Excel Intermediate

Learn and use more features of this spreadsheet software. This class includes managing multiple worksheets, applying conditional formatting, linking formulas, inserting graphics, hyperlinking, table formatting, filtering, and sorting.

### Excel Lab

This self-paced class will enhance your skills in the Excel classes you have taken. Exercises and examples will be provided. This is an open Excel Lab; bring any questions related to Excel.

### Excel Pivot Charts

If you are already familiar with pivot tables, now you can create a pivot chart to go along with it and present your information with more visual pop. Microsoft Excel can actually generate several kinds of pivot charts, including bar graphs, line charts, or pie charts. This class focuses on using pivot table data to display pivot charts. Prior knowledge of charting Pivot tables is suggested.

## Excel Pivot Table

Pivot Tables are one of Excel's most useful and versatile functions. Learn how to create pivot tables from a variety of data. Work with pivot table options, create calculations, and group/format items.

## OUTLOOK BASICS

Review the application features such as sending emails, customizing your email signatures, and organizing your calendar and tasks. Come with questions!

## POWERPOINT BASIC

Learn the basics of animation, graphics, table information, bulleted lists, and insertion of objects. Learn slide transitions and other essential skills to create a presentation.

## WORD

### Word Essentials

This course is an introduction to the word processing application in the Office Suite. Basic concepts of creating, editing, and formatting documents on both a character and paragraph level are covered as well as learning advanced formatting techniques such as tab stops and indents.

### Word Essentials Plus

Word Essentials Plus covers how to display your document effectively and apply the finishing touches. Topics include: headers and footers, text enhancements, mail merge, table insertions, and table of contents. Time is also spent reviewing track changes and review notes to help the review process and speed up edits when collaborating with peers.

### PEAK: Learning Management System Getting the Most of Supervisor/Manager Tools

The "My Team View" in PEAK is the method for reviewing Learning Records for your direct reports and within your cost center. This course provides insight into the use of the available reporting and enrollment tools. It is taught via a hands-on approach in a computer classroom and participants will have the opportunity to work on practical exercises and examples with their own accounts

## The iProcurement Training Program

The iProcurement training is designed for employees to learn the main features and core processes of the system. This course consists of a policy and procedure session and a hands-on session which will help provide end-users with the tools that are required to complete the Procure to Pay process. At the end of the training, users will be able to create requisitions, process invoices, and enter receipts. Please note, this course must be taken prior to gaining access to the system.

# Mount Sinai Parent

| **Our Kids. Our Career.**  
**A resource that connects us all**

## Looking to Expand to Your Child's Library?

Stop by the Mount Sinai Parent (MSP) Library at 42nd Street .

The MSP Library is a 'take a book, return a book' free book exchange. The MSP book collection has everything from parenting topics through books for toddlers, grade school children, young adult and teenagers. Please leave your donations in the MSP book bin and head to the bookshelf to find your child's next reading adventure! Questions or comments, contact:

Alisa Melendez: [alisa.melendez@mountsinai.org](mailto:alisa.melendez@mountsinai.org)  
Melissa McFillin: [melissa.mcfillin@mountsinai.org](mailto:melissa.mcfillin@mountsinai.org)

### Mount Sinai Parent Library

150 East 42nd Street, 2nd Floor  
2-F.14.6

## TO REGISTER FOR A COURSE ON **PEAK**



You can log onto **PEAK** at <http://peak.mountsinai.org> using your mountsinai email or network credentials.

For help with your login, please call the service desk at **212-241-HELP**.

## COURSE REGISTRATION FORM *(for those without computer access and volunteers)*

First Name \_\_\_\_\_

Last Name \_\_\_\_\_

Life Number \_\_\_\_\_ Department \_\_\_\_\_

E-mail \_\_\_\_\_ Contact Number \_\_\_\_\_

Manager's Name \_\_\_\_\_ Manager's Phone \_\_\_\_\_

Course Name \_\_\_\_\_

Course Date \_\_\_\_\_ Course Time \_\_\_\_\_

Fax the completed form to **212.423.9252**

All registrations are processed on a first-come, first-served basis. To register for multiple classes, please copy this form as many times as necessary; one registration form per class. Specific room locations are provided in an e-mail confirmation approximately two weeks before the class. Please make every effort to arrive on time for your class.



**Mount  
Sinai**

*Talent Development  
and Learning*