



NIH Training Center Highlights



National Institutes of Health
Office of Human Resources
Workforce Support & Development Division

Learn...Discover...Grow

<http://trainingcenter.nih.gov>

Sharpen Your Soft Skills with the NIH Training Center...in September

The NIH Training Center's second annual **Soft Skills September** training initiative is a few short months away. Join us as we embrace the importance of soft skills in the workplace. Last year, more than 200 NIH employees participated in ten workshops focusing exclusively on professional development and soft skills. Don't miss this opportunity to begin FY16 with enhanced skills in areas ranging from presentations skills to time management. What better way to use end-of-year funds than investing in yourself or your team?

Several of our Soft Skills September courses will be held at the NIH Training Center's brand-new annex in Natcher/Bldg. 45 – a very convenient option for those located on NIH's Main Campus. Share with your colleagues, direct reports, and managers. We have a Soft Skills September course for all roles and GS levels, whether you work in the lab or an administrative office. Space is limited and our courses are filling quickly, so don't delay! Below are a few courses available. For a complete list, visit <http://trainingcenter.nih.gov/news.html> for details.

Course	Tuition	Date	Location
Managing Up: Communicating With Your Boss	\$540	September 16	Natcher
Managing Change at NIH	\$495	September 17	Rockledge 1
Influencer	\$1,465	September 17-18	Rockledge 1
Leading with Emotional Intelligence	\$740	September 18	Rockledge 1
Powerful Presentations and Public Speaking	\$636	September 18	Natcher
Successful Conflict Resolution	\$340	September 21	Rockledge 1
Managing Effective Meetings	\$539	September 22	Rockledge 1
Negotiation Skills for NIH Employees	\$380	September 22	Rockledge 1
Gray Matters: Critical Thinking and Decision Making	\$400	September 23	Natcher
Handling Difficult Conversations	\$289	September 28	Natcher

LMS Upgrade Update

Are you eager to see what the new update to the LMS has in store for you? New dates for the FY 15 release will be announced soon. Stay tuned for live webinars and on-demand videos to help familiarize you with the new version. While you wait, below are a couple of features that might pique your interest:

- The LMS welcome page is clean and clutter-free.
- The new Message Center houses learners' course notifications and helps supervisors to view orders awaiting approval..
- The manager field in the Learner Profile uses the manager assignments in the NIH Enterprise Directory (NED). This change ensures new employee profiles are updated as soon as they come onboard, with no lag time.

Need LMS Training?

If you need of LMS Administrator privileges, now is the time to register for training - <http://trainingcenter.nih.gov/list.aspx?catId=4>.

Nominate a Guest Speaker for the 2015-2016 DDM Seminar Series

The Deputy Director for Management (DDM) Seminar Series, now in its ninth year, has become a staple for NIH employees who want to enhance their leadership and management skills. We continue to receive positive feedback about the series. A senior scientist at NIH recently shared, "I would just like to thank you and others at the NIH Training Center for this Seminar Series. They are SO GOOD and very helpful at multiple levels of my work and life. It's one of the best benefits of being an NIH employee!"

If you have suggestions for dynamic and engaging leadership experts to be considered as 2015-2016 DDM Seminar Series guest speakers, please complete the online speaker nomination form at <http://www.ddmseries.od.nih.gov/index.html>. Nominations are open until July 31.

4th
Quarter
FY 2015

NIHTC Featured Course of the Quarter

Handling Difficult Conversations (Course # NIHTC 4201)

Keisha Berkley, NIH Training Center Program Manager, chats with Susan Levin, facilitator of the NIH Training Center's "Handling Difficult Conversations" workshop.

Keisha: What expertise do you bring to this topic?

Susan: I've been facilitating workshops on communication and other related topics for more than 20 years, and I've provided consulting to many NIH Institutes since 1996. I believe that my experience as a mediator certified by the Supreme Court of Virginia has given me insight into the dynamics of human interaction and what it takes to reconcile miscommunication and misunderstanding. I have also facilitated leadership development programs worldwide for the United Nations. This has provided me with a multicultural perspective that is relevant for the international community of NIH. Also my coaching and facilitation experience working with staff at every level in organizations has broadened my knowledge of what it takes to work effectively together.

Keisha: In your experience, what is the toughest conversation to have in the workplace?

Susan: There are often issues between supervisors and those they supervise. It can be challenging for a direct report to bring up issues when there is a difference in power, position and perspective. In fact, we address this type of scenario in the course. Participants learn specific skills to tackle this type of conversation and gain the confidence they need through practice in a safe environment. There can also be tough conversations between peers that can be worked out if they're addressed in an intentional and well thought out way.

Keisha: Are there instances where avoiding a difficult conversation is ever helpful/constructive?

Susan: Certainly avoidance may be the best way to go at times because people are too heated and angry about the situation. It's best to let everyone cool down and get more level headed before tackling it. Sometimes, there are other people who are more adept and trained to deal with emotional circumstances. However, I've noticed that there's a lot of avoidance in workplaces because people don't have the will to address tough situations, or they don't know how to do it effectively to get the results they hope for. Staff are so busy completing tasks they often don't have the time or energy to address a controversial issue.

Keisha: What advice do you have for our readers who are preparing to have tough conversations?

Susan: Aside from taking this course, I think it's useful to think about what you hope to gain from the conversation. Of course, you don't have control over the other person's reaction; however, you can be transparent about your intention

for bringing it up and to express what you want. If you strive to understand their perspective and even say it to them, it can help build a bridge so they may be more open to moving forward toward a positive result.

Keisha: I've noticed numerous leadership books over the past few years devoted to this topic-and they are bestsellers! Is avoidance becoming more prevalent, or is it miscommunication? Are advances in technology contributing to this problem?

Susan: It seems that avoidance has been prevalent for a long time. These days we mostly communicate via email, text messages, social media, or other technological ways. What's missing from this type of communication is body language and other nonverbal cues that convey a message. Even tone can be misconstrued when we don't hear a voice. Therefore, it's common for messages to be misinterpreted. Text messages abbreviate the essence of the meaning even more. At the same time, the immediacy of technology and social media are also increasing outreach and feedback. It's easier to connect with people from the past or make connections because of people you're connected with. This expands networks and transmits information and perspectives across the globe like never before. So like most things, it has advantages and limitations, and both exist at the same time.

Keisha: In your one-day workshop, what should participants anticipate?

Susan: Participants will learn proven techniques and strategies for addressing difficult conversations. The intention is that with specific methods, they will gain the confidence they need to tackle tough issues. They will be able to practice using case studies as well as real issues that they're grappling with in a safe and confidential environment. They'll assess their own ability to address difficult conversations, learn how to decide when to bring it up and how to zoom out and see the other perspective. Drawing from neuroscience, they'll learn about the emotional side of the brain and how to manage tense interactions so their emotions don't manage them. And they'll explore how assumptions can get in the way. They'll also have the chance to interact with other NIH staff and find out how they address such topics. Participants have said that they enjoyed the format and being exposed to new ideas and approaches. The focus is on the work environment; however, participants have told me they've tried these approaches successfully in their personal lives as well.

Handling Difficult Conversations Workshop

August 25, September 28

8:30-4:30 | \$289

For details, visit: <http://trainingcenter.nih.gov/courses/NIHTC4201>

Management Intern Program

Alumnus Spotlight: Don Bordine

In 1980, as a newlywed settled in Bethesda, Don Bordine recalls jogging across NIH's campus, slightly curious about this government agency. It was later in 1984 when Don got a very intimate and personal look into the mission of NIH. That year, Don was referred to NIH by a Suburban Hospital hematologist who been trained at NIH and was very familiar with the clinical research conducted through the Clinical Center. Don was diagnosed with Idiopathic Thrombocytopenic Purpura (ITP), a syndrome resulting in a dangerously decreased number of platelets. Don was admitted into a clinical trial and, through various interventions (including a splenectomy) and a month-long stay at the Clinical Center, he was ultimately cured of ITP.

In 1987, while working for another agency, he applied as a Space Management Specialist and began his extensive career at NIH. Navigating around the campus in those early years, Don soon learned a lot more about NIH, its federated structure, its mission, and the remarkable people who advance NIH's mission.

Fueled by his natural drive to contribute even more to supporting the mission of NIH, in 1990 Don applied to and was accepted into the Management Intern Program (MIP). Since its inception in 1957, the MIP has offered key resources, targeted training, and hands-on experience to motivated NIH employees interested in pursuing a career in administration and management. Through interesting, challenging, and flexible developmental assignments, Interns gain exposure to various administrative career fields, invaluable insight into the NIH, and the opportunity to position themselves as future administrative managers and leaders. Taking advantage of the "smorgasbord of administrative experiences," Don undertook rotations that included general administration, budget, human resources, management analysis, and grants management. Don subsequently converted out of the program as a Grants Management Specialist with NINDS. When asked to reflect upon how the Management Intern Program influenced his career, Don noted that it was the banquet of MIP experiences and foundational, program-derived knowledge he continuously brought forward, further refined, and applied in a variety of settings that has enabled his successful career at NIH. We now find Don as the Associate Director of Operations Office of Animal Care and Use within OD/OIR.

Further driven by his passion for the NIH mission, Don has served on the Administrative Training Committee (ATC) since 2009. The ATC is an NIH-wide committee of senior leaders overseeing the MI and NIH Presidential Management Fellows programs. As a member, Vice Chair, Chair, and Past Chair of the MIP subcommittee, Don has remained a steadfast contributor helping NIH identify those talented candidates who possess the "fire in the belly" to put NIH first. As Don likes to note, if that passion is there, this incredible federation of opportunity ultimately will



*Don Bordine, Associate Director,
Office of Animal Care and Use, OIR, OD
Management Intern '90*

enable a thriving career at NIH to follow.

"When asked what he will leave behind upon retiring from NIH, Don shares, "To have had a positive impact on the mission of NIH through Management Intern recruitment." Don also plans to leave behind his tissue samples in deep-freeze from his time as a patient at NIH back in 1984!

This brings us full circle to Don's legacy at NIH. No, not just his tissue samples in deep-freeze, but his positive influence on the mission of NIH through the recruitment and selection of dedicated, passionate, and talented Management Interns. And, for those who do have the benefit of knowing this remarkable person, we close this story as all MIP meetings close, with a usually humorous, topical pun from the master, Don Bordine: "I did a theatrical performance about puns, it was play on words."

Thanks, Don!

For information about the Management Intern Program, contact Robert Michon at bob.michon@nih.gov.

Tips of the Training Trade – Make a Bigger Impact by Saying Less

- **Attention spans have dropped** from 12 seconds to 8 in the past five years.
- **Smartphones** get checked, on average, **150 times a day**.
- **Emails bombard professionals at a rate of 300 a day**, with 43 percent of people admitting they ignore them if they're too long or complex.
- **Professionals are interrupted six to seven times an hour**, with only 40 percent resuming their previous task.
- **Nearly a third of co-workers admit they tune others out in less than 30 seconds** if they don't have a point.

For those of us in the training and development industry, it's critical to have engaged learners.

Adhere to these 5 tips:

1. Take time to prepare.
2. Speak in headlines.
3. Embrace visual outlines.
4. Know your audience's needs.
5. Listen more, talk less.

Source: *Brief: Make a Bigger Impact by Saying Less*, by Joseph McCormack

On the Horizon: Employee Engagement Training for Supervisors

The NIH Training Center is pleased to announce the development of open-enrollment workshops for NIH supervisors on how to motivate and engage employees to increase retention. Sign up for a **September 21** pilot session! Participants will learn more about NIH's Employee Viewpoint Survey (EVS), including how to increase participation rates and scores. Explore best practices for NIH stay interviews and exit surveys, create a personalized action plan, and more!

Details about this course will be available at: <http://trainingcenter.nih.gov/list.aspx?catId=7>

4th Quarter FY 2015 Course Offerings

Course Title	Length	Start Dates	Course #
Acquisitions Management			
Professional Services	1 day	7/2	NHTC5512
COR Refresher	1 day	7/8, 8/27	NHTC9647
Basic Simplified Acquisition	5 days	7/13	NHTC9530
Writing Statements of Work	2 days	7/15	NHTC8801
Basic COR Training	5 days	7/20	NHTC9546
Purchase Card Training (NBS)	3 days	7/22, 8/19	NHTC9512
Purchase Card Training (NBS) - Frederick	3 days	7/27	NHTC9512
Advanced Simplified Acquisition	5 days	8/3	NHTC9532
Federal Appropriations Law	3 days	8/5	NHTC5621
Federal Appropriations Law Refresher	1 day	8/17	NHTC5524
Simplified Acquisition & Delegated Procurement (NBS)	5 days	8/24	NHTC9513
Property Management Refresher	2 days	8/27	NHTC9520
COR Refresher - Frederick	1 day	8/28	NHTC9647
Buyer Contracts	3 days	8/31	NHTC9515
COR Management of IT Service Contracts	2 days	9/1	NHTC9549
Internal & External Requisitioner (NBS)	1 day	9/3	NHTC9516
Introduction to NIH Property Management (NBS)	3 days	9/14	NHTC9517
Administrative Systems & Policy			
Basic ITAS for Timekeepers	2 days	7/1, 8/10, 8/27, 9/8	NHTC2624
ITAS for Supervisors & Leave Approv. Officials	1 day	7/10	NHTC2627
Capital HR Systems Training	1 day	8/11	NHTC4009
Title 42 at NIH	2 days	8/11	NHTC8810
Fellowship Payment System	2 days	8/17	NHTC2646
HR Data Analysis - Module 1: Advanced HR Reporting Capabilities	1/2 day	8/20	NHTC8601
nVision			
HR Data Analysis - Module 3: Survey and Evaluations Methods	1/2 day	8/20	NHTC8603
Advanced ITAS for Timekeepers	1 day	8/31	NHTC2626
Computer Applications			
Microsoft PowerPoint 2010: Design and Multimedia Mixing	1 day	7/14	NHTC6624
Microsoft Excel 2010 Data and List Management	1/2 day	7/15	NHTC6621
Microsoft Excel 2010 Managing Worksheets	1/2 day	7/15	NHTC6622
Introduction to Microsoft Project 2010	1 day	8/13	NHTC6649
Microsoft Intermediate Project 2010	1 day	8/14	NHTC6623
Advanced Microsoft Excel 2010	1 day	8/14	NHTC6699
Introduction to Microsoft Excel 2010	1 day	8/20	NHTC6647
Intermediate Microsoft Excel 2010	1 day	8/21	NHTC6648
Management, Supervision & Leadership Skills Development			
Supervisory Refresher	2 days	7/21	NHTC9561
Leadership Skills for Non-Supervisors	1 day	8/5, 9/15	NHTC1017
Supervisory Essentials Training	3 days	9/14	NHTC9511
Leadership Presence for NIH Executives	1 day	9/22	NHTC4012
Professional Development			
Successful Conflict Resolution	1 day	8/3, 9/21	NHTC4202
Managing Effective Meetings	1 day	8/4, 9/22	NHTC4101
Managing Up: Communicating with your Boss	1 day	8/6, 9/16	NHTC1019
Introduction to the NIH Budget Process	1 day	8/11	NHTC5260
Managing Change at NIH: How to be a Successful Change Agent and Sponsor for Results	1 day	8/13, 9/17	NHTC4103
Gray Matters - Critical Thinking and Decision-Making	1 day	8/17, 9/23	NHTC4401
Writing & Managing Executive Correspondence	2 days	8/18	NHTC2115
Increasing Individual Productivity	1 day	8/19, 9/14	NHTC5110
Project Management	2 days	8/20, 9/24	NHTC9414
Handling Difficult Conversations	1 day	8/25, 9/28	NHTC4201
Powerful Presentations and Public Speaking	1 day	8/26, 9/18	NHTC4006
Writing Skills for NIH Employees	1 day	9/9	NHTC2114
Influencer	2 days	9/17	NHTC9412
Leading with Emotional Intelligence: Great Results and Happy People	1 day	9/18	NHTC4004
Negotiation Skills for NIH Employees	1 day	9/22	NHTC4005
Retirement			
Pre-Retirement Workshop (CSRS)	3 days	7/8, 9/2	NHTC5812
Pre-Retirement Workshop (FERS)	3 days	7/15, 8/3, 8/24, 9/1, 9/9	NHTC5810
Mid-Career Retirement Workshop	2 days	8/31	NHTC5814
Learning Management System (LMS)			
LMS Local Learning Registrar	1 day	7/21, 8/25	NHTC1001
LMS Learning Administrator	2 days	7/28, 9/8	NHTC1003
LMS People Administrator	2 days	8/12	NHTC1002
Travel			
Domestic Travel Refresher (Concur Government Edition)	1 day	7/13, 9/10	NHTC2706
Foreign Sponsored Travel Refresher	1 day	7/16, 9/21	NHTC2707
Domestic Travel (Concur Government Edition)	3 days	7/22, 8/10, 9/14	NHTC2700
Foreign Travel (Concur Government Edition)	2 days	7/27, 8/17, 9/24	NHTC2701
Travel for AOs & Approving Officials (Concur Government Edition)	1 day	8/19	NHTC2703
Sponsored Travel (Concur Government Edition)	1 day	8/24	NHTC2702

Please note: Additional programs are available! View the entire FY 2015 NIH Training Center course schedule at <http://trainingcenter.nih.gov>

Quote Of the Quarter

“**Optimism** is the faith that leads to achievement. Nothing can be done without hope and confidence.”

— Helen Keller

Submitted by Mary Ewusie-Monney, Management Analyst, Office of Management.

Personal Meaning: Determination and inner-strength always make the difference.

Want to share your favorite quote and what it means to you? Drop us a line at training1@od.nih.gov. Use “Quote of the Quarter” in the subject line. You may be featured in our next edition.

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