



# NIH Training Center Highlights



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

Learn... Discover... Grow

<https://trainingcenter.nih.gov>

## 2016 DDM Seminar Series Cycle Comes to a Close

### Preparation Underway for New Speaker Lineup

This fiscal year saw another successful series of nationally renowned speakers presenting at NIH as part of the Deputy Director for Management Seminar Series. Below is a recap of this stellar year!

Avish Parashar	Seamlessly combined humorous stories, improvisation, and solid business advice to demonstrate how to improvise, adapt, and innovate in an ever-changing world.
Howard Ross	Presented on the importance of recognizing and managing unconscious bias to mitigate unwanted consequences in the workplace a new paradigm to how we approach diversity and inclusion.
Cy Wakeman	Spoke to how to ditch drama, turn excuses into results, and develop teams who succeed despite the circumstances.
Daniel Pink	Shared the ABCs of effective persuasion: Attunement, Buoyancy and Clarity.

As a reminder, if you were unable to see any of these presentations, the archived videocasts are available on the [www.videocast.nih.gov](http://www.videocast.nih.gov) website. Please note that you can also receive 1.5 hours Continuous Learning Points (CLPs) towards supervisory training or submit sessions into FAITAS to receive 1.5 CLPs towards FAC-COR, FAC-C and FAC-PPM re-certifications. Visit [http://www.ddmseries.od.nih.gov/Seminars\\_past.html](http://www.ddmseries.od.nih.gov/Seminars_past.html).

Don't forget to help us develop our roster of outstanding speakers for next year! It's not too late, but please act quickly. Speaker nominations for FY17 opened on July 1 and will close July 31. Visit <http://www.ddmseries.od.nih.gov> now to submit your nomination!

## Register Now for Soft Skills September!

It's not just technical "know-how" that makes a team successful. In today's work environment, strong teams have a wide range of softer skills to help them collaborate, lead, and present the work that they do in an optimal way. Last year, more than 200 NIH employees participated in ten workshops focusing exclusively on professional development and soft skills. Don't miss the opportunity this year! For a complete list and to register, visit <https://trainingcenter.nih.gov/news.html> for details.

Course	Date	Tuition	Location
Women in Leadership: Strategies for Success	Aug 16 - Sept 22	\$1,430	Rockledge 1
Motivating and Engaging NIH Employees	Sept 1	\$400	Rockledge 1
Strategies for Effective Email Communication	Sept 6	\$90	Rockledge 1
Putting the Federal Employee Viewpoint Survey Results (FEVS) to Work: An Action Planning Workshop	Sept 6	\$363	Rockledge 1
Project Management	Sept 6	\$945	Rockledge 1
Customer Service Excellence	Sept 7	\$530	Natcher
Leadership Skills for Non-Supervisors	Sept 8	\$350	Rockledge 1
Facilitating Masterful Meetings	Sept 12	\$685	Rockledge 1
Managing Change at NIH: How to be a Successful Change Agent and Sponsor for Results	Sept 12	\$485	Rockledge 1
7 Habits of Highly Effective People	Sept 12-13	\$505	Natcher
Critical Thinking, Problem Solving, and Decision Making	Sept 13	\$390	Rockledge 1
Managing Multiple Priorities, Projects, and Bosses	Sept 13	\$575	Rockledge 1
Success Strategies for Introvert Leaders	Sept 15	\$840	Rockledge 1
Writing Skills for NIH Employees	Sept 16	\$440	Rockledge 1
Powerful Presentations and Storytelling: Small Group Coaching Workshop	Sept 19	\$910	Rockledge 1
Leading with Emotional Intelligence: Great Results and Happy People	Sept 21	\$715	Rockledge 1
Myers-Briggs Training	Sept 27	\$249	Rockledge 1

4<sup>th</sup> Quarter  
FY 2016

## NIHTC Featured Course of the Quarter

### Managing Difficult Conversations and Conflict at NIH: Fundamentals of Negotiation (Course # NIHTC4203)

*Keisha Berkley, NIH Training Center Program Manager, chats with Carl Cohen, primary facilitator for the Center's "Managing Difficult Conversations and Conflict at NIH: Fundamentals of Negotiation" workshop.*

#### **Keisha: Why are negotiation skills so important?**

**Carl:** Pretty much every interaction we have with other people involves a negotiation of some sort - whether it's deciding what to make for dinner or what the priorities of a new program initiative should be. What you learn as a negotiator is that the outcome of such discussions frequently depends not so much on what points you make in favor of your objective, but rather on how you make them.

#### **Keisha: What does a successful negotiation look like?**

**Carl:** The hallmark of a successful negotiation is when the interests of both parties get equal weight. Some think that they need to push as hard as they can for their position in order to succeed. What you learn as a negotiator is that when all you're doing is pushing for your position, that's what the other person will do also and the result will be a stalemate. In a successful negotiation, the interests of both sides get attention. Showing the other person that you care as much about what they get out of the negotiation as what you get is the breakthrough strategy to a fair solution.

#### **Keisha: I understand you have a background in science. What expertise do you bring to this topic and to the NIH scientific community, in particular?**

**Carl:** The fact that I'm a scientist, was funded by the NIH of over 25 years, and held management and leadership positions in academia and in biotech companies gives me credibility with a scientific and technical audience. Both in my book *Lab Dynamics* and in my workshops, I present case studies that are based on my own experience in managing science-based enterprises. I think people appreciate that I use as examples my own missteps as a manager and leader and discuss difficult issues I've struggled with during my career. Doing that almost always encourages workshop participants to be open about the challenges that they are facing and that leads to great peer learning experiences.

#### **Keisha: Is conflict in the workplace more prevalent now than in years past? If so, why?**

**Carl:** My sense is that it is not. One lesson I try to impart in my workshops is that conflict itself is neither good or bad – what matters is how you manage it. Conflict for example, a strong difference in viewpoints when a decision needs to be made, is an inevitable consequence of human interaction. When managed by a skillful leader or negotiator, conflict can be productive if it leads to the airing of

different viewpoints. When conflict is avoided, as when a contentious discussion is curtailed by a leader who feels uncomfortable with or threatened by it, the group can end up making a poor decision because different viewpoints don't get sufficient discussion. The key to successful leadership in such situations is to skillfully manage the conflict, keeping the participants focused on the problem and ensuring that frustrations with the problem don't get translated into frustrations with other people.

#### **Keisha: What are consequences of not managing conflict/difficult people properly?**

**Carl:** The most common problems I encounter in my consulting practice arise from leaders who fail to address conflicts within their groups or organizations. Some are so averse to conflict that they fail to even notice it, others notice it but, lacking the skills to intervene, do nothing and hope it will go away on its own. This can be a very demoralizing situation for team or department members who may end up feeling that they need to take responsibility for managing a conflict that actually is the leader's responsibility. The result can be resentment, escalation of an unresolved conflict and poor team performance.

#### **Keisha: Are professionals who are willing to confront opposition generally more successful?**

**Carl:** My experience tells me that people who recognize and address conflictual situations in a collaborative manner and make use of the tools of negotiation are more effective at their jobs than those who do not. Similarly, leaders and managers who do so create teams that function at a higher level than those who do not.

#### **Keisha: What can NIHers expect by attending the NIHTC workshop?**

**Carl:** They can expect an experience that will transform how they approach difficult conversations of all types. During the workshop, participants will learn and practice simple, easy to remember tools that will enable them will to change what might have been a contentious discussion into an exercise in collaboration. We also cover how to interact and negotiate effectively with people who may be critical, aggressive and demanding.

## Managing Difficult Conversations and Conflict at NIH: Fundamentals of Negotiation

August 16 or September 14

Tuition: \$289

For details, visit: <https://trainingcenter.nih.gov/courses/NIHTC4203>

## Intellectual Property Workshop Launches

By popular demand, the NIH Training Center is pleased to announce the launch of a new Intellectual Property workshop towards COR recertification at NIH. The first offering is on September 14 and offers 8 CLPs.

### Why is Intellectual Property Important?

Intellectual property (IP) is a critical component when establishing contracts. For contractors, IP rights may be critical for the very survival of the company. For government agencies, IP rights may have a great impact on the cost and time to accomplish an agency's mission. "Rights in data" is an unusually complex area, but one that is essential to learn.

This workshop will provide you with the practical tools to analyze and solve data rights issues. You will learn the categories of rights the government may obtain in patents and in deliverable technical data and computer software under civilian agency regulations and how to apply these rules in different real-life situations.

Confused about who owns rights when a contractor invents a patentable invention while performing a government contract? Interested in learning how to avoid landmines that can result in forfeiture of data rights and how to protect commercial software marketed to the government?

If you manage contracts involving R&D, parts replicators, SBIR, or commercial software, this class is for you. Learn more about this workshop and register at <https://trainingcenter.nih.gov/ShowDetails.aspx?cid=NIHTC9522> or contact [Kimberly.Doherty@nih.gov](mailto:Kimberly.Doherty@nih.gov).



## Coming Soon! New Budget Execution Course

The NIH Training Center is adding yet another course to its budget training module. First came the Introduction to the **NIH Budget Process** (course ID NIHTC 5260), then the **NIH Budget Process for Scientists and Science Administrators** (course ID NIHTC5262). Now, the NIH community can look forward to a new **NIH Budget Execution** class.

This one-day class will provide a brief overview of the federal budget process and an in-depth learning experience focused on how to analyze, build, monitor, and modify a financial operating budget plan. This includes estimating, allocating, and monitoring expenses and obligations by object class and budget mechanisms, developing annual FTE usage plans along with full year employee cost estimates, and allocating and tracking funds from a variety of appropriated and non-appropriated sources. Look to see this class on the **NIH Training Center course catalog** by Fall FY2017.

## Improved NIHTC Order Approval Process is Here! Has Your IC Joined?

Have you ever experienced delays in getting training approved for your IC because the wrong person was assigned as an approver? Have your staff experienced frustration trying to update LMS with the right approver? Look no further, LMS has a new process to help!

So what is the new automated process? **The new process** will take Servicing AO information from the NIH Enterprise Directory (NED) and automatically populate it into the LMS as an Additional Approver on Orders (AAO) grants approving permissions to the Servicing AOs. The updates will occur on a nightly basis. By opting in to the new, optional functionality, your IC will benefit from many advantages:

- The LMS AAO field is updated nightly based on the Servicing AO data in NED. No more manual AAO updates needed!
- Local Learning Registrar class no longer required to complete the approval function. **Save \$250 per AAO!**
- Peace of Mind – Training orders are routed to the appropriate staff for approval in a timely manner.

Join other ICs, such as OD, NHGRI, NIAID, NCATS, CC, NHLBI, and NCCIH.

*"The beauty of this solution is that you really shouldn't have to do anything if it's working well - and so you don't notice."*

*- Jeanette Smith, Management Analyst/NHGRI Training Coordinator*

**Ready to jump aboard?** Contact Michele Schwartzman or Tom Holscher to kickoff the conversation at [Michele.Schwartzman@nih.gov](mailto:Michele.Schwartzman@nih.gov) or [Thomas.Holscher@nih.gov](mailto:Thomas.Holscher@nih.gov).

**Let's Collaborate!** Join the "What's Fresh in the LMS" Yammer group. #LMSFresh

### \*\*Attention NIH Supervisors\*\*

Supervisors with at least one year of experience can supplement their supervisory training with Skillsoft courses via the LMS.



There are 31 **Skillsoft** trainings with attached certified learning points (CLPs). Find these courses by clicking the "Category" link on the LMS Home page, then access the NIH Supervisory Skillsoft Courses under 01- NIH Courses. Improve your effectiveness as a supervisor and meet your requirements at no cost and at your own pace – a "win-win" solution! For more supervisory training options visit <https://trainingcenter.nih.gov/list.aspx?catId=5>

## 4th Quarter FY 2016 Course Offerings

Course Title	Length	Start Dates	Course #
<b>Acquisitions Management</b>			
Advanced COR Refresher	1 day	7/1, 9/2	NIHTC9551
Multi-Year Contracting at NIH	1 day	7/6	NIHTC2640
Writing Statements of Work	2 days	7/7, 8/22	NIHTC8801
Source Selection for CORs	2 days	7/14	NIHTC9542
Basic COR Training	5 days	7/25, 8/29	NIHTC9546
COR Essentials/COR Refresher	1 day	7/25, 8/15, 9/9	NIHTC9547
Simplified Acq. & Delegated Procurement (NBS)	5 days	7/25	NIHTC9513
Federal Appropriations Law Refresher	1 day	7/26, 9/8	NIHTC5524
Purchase Card Training (NBS)	3 days	7/27, 8/3	NIHTC9512
Internal & External Requisitioner (NBS)	1 day	8/1	NIHTC9516
Professional Services	1 day	8/2	NIHTC5512
Introduction to NIH Property Management (NBS)	3 days	8/8	NIHTC9518
Negotiation Strategies for Simpl. Acquisitions	1 day	8/22	NIHTC5513
Federal Appropriations Law	3 days	8/24	NIHTC5521
COR Management of IT Service Contracts	2 days	9/13	NIHTC9549
Intellectual Property	1 day	9/14	NIHTC9522
<b>Administrative Systems &amp; Policy</b>			
Capital HR Systems Training	1 day	7/6, 9/8	NIHTC4009
Basic ITAS for Timekeepers	2 days	7/18, 8/29, 9/6	NIHTC2624
Title 42 at NIH	2 days	8/2	NIHTC8810
Fellowship Payment System	2 days	8/25	NIHTC2646
Advanced ITAS for Timekeepers	1 day	8/31	NIHTC2626
<b>Computer Applications &amp; Concepts</b>			
Microsoft Excel 365 Level 1	1 day	7/26	NIHTC7005
<b>Management, Supervision &amp; Leadership Skills Development</b>			
Success Strategies for Introvert Leaders	1 day	7/13, 9/15	NIHTC4502
Supervisory Refresher	2 days	7/19	NIHTC9561
Leadership Skills for Non-Supervisors	1 day	8/3, 9/8	NIHTC1017
Supervisory Essentials Training	3 days	8/9	NIHTC9511
Women in Leadership: Strategies for Success	4 days	8/16	NIHTC4504
Managing Change at NIH: How to be a Successful Change Agent and Sponsor for Results	1 day	8/17, 9/12	NIHTC4103
Leading with Emotional Intelligence: Great Results and Happy People	1 day	8/29, 9/21	NIHTC4004
Motivating and Engaging NIH Employees	1 day	9/1	NIHTC4500
<b>Professional Development</b>			
Putting the Federal Employee Viewpoint Survey Results (FEVS) to Work: An Action Planning Workshop	1 day	7/11, 9/6	NIHTC4501
Strategies for Effective Email Communication	1 day	7/11, 9/6	NIHTC2100
Powerful Presentations and Storytelling: Small Group Coaching Workshop	1 day	7/20, 9/19	NIHTC4003
Project Management	2 days	8/1, 9/6	NIHTC9414
Customer Service Excellence	1 day	8/4, 9/7	NIHTC4017
Critical Thinking, Problem Solving and Decision-Making	1 day	8/8, 9/13	NIHTC4401
Writing Skills for NIH Employees	1 day	8/10, 9/16	NIHTC2114
Facilitating Masterful Meetings	1 day	8/11, 9/12	NIHTC4101
Managing Multiple Priorities, Projects, and Bosses	1 day	8/12, 9/13	NIHTC5110
Budget Process for Scientists and Science Administrators	1 day	8/16	NIHTC5262
Managing Difficult Conversations and Conflict at NIH: Fundamentals of Negotiation	1 day	8/16	NIHTC4203
Introduction to the NIH Budget Process	1 day	8/19	NIHTC5260
NIH Myers Briggs Training (Half-day)	1/2 day	9/27	NIHTC9590
<b>Retirement</b>			
Pre-Retirement Workshop (FEERS)	3 days	7/6, 7/27, 8/10, 8/17, 8/31, 9/21	NIHTC5810
Pre-Retirement Workshop (CSRS)	3 days	7/13, 9/7	NIHTC5812
Mid-Career Financial Planning Workshop	2 days	8/29	NIHTC5814
<b>Travel</b>			
Sponsored Travel (Concur Government Edition)	1 day	7/13, 9/23	NIHTC2702
Domestic Travel (Concur Government Edition)	3 days	7/19, 8/10, 8/24, 9/14	NIHTC2700
Foreign Travel (Concur Government Edition)	2 days	7/27, 9/21	NIHTC2701
Travel for AOs & Approving Officials (Concur Government Edition)	1 day	8/31	NIHTC2703

Please note: Additional courses are available! View the entire FY 2016 NIH Training Center course schedule at <https://trainingcenter.nih.gov>

## Quote Of the Quarter

"He who is not courageous enough to take risks will accomplish nothing in life."

— Muhammad Ali

## Step Out of Your Comfort Zone

You're asked to speak at an event, but you really dislike public speaking. Do you make up an excuse and politely decline, or rise to the occasion, and start thinking about how you'll prepare? How you respond says a lot about your overall success in business and life. Want to learn to present like a pro? Consider our Powerful Presentations and Storytelling coaching workshop. Visit <https://trainingcenter.nih.gov/ShowDetails.aspx?cid=NIHTC4003>

## Contact Us

NIH Training Center  
Rockledge I, Suite 4000  
6705 Rockledge Dr  
Bethesda, MD 20892  
Tel: (301)496-6211 \* Fax: (301)480-3197  
E-mail: [NIHTrainingCenter@nih.gov](mailto:NIHTrainingCenter@nih.gov)

U.S. Department of Health and Human Services  
National Institutes of Health  
Office of Human Resources  
Workforce Support & Development Division

## Highlights Contributors

Keisha Berkley, Managing Editor  
Elena Juris, Editor in Chief  
Jamshed Bokhari, Designer  
Greg Tatum, Co-Designer

NIHTC Contributors  
Keisha Berkley  
Kimberly Doherty  
Patricia McClinton  
Robert Michon  
Derrick Prather  
Michele Schwartzman