

# Business skills in a project- based context

Critical skills for today's world





# Welcome to the **business skills course catalog**

Technical skills are important, but comprehensive business skills, which include a foundation of soft skills, are critical to successful projects. Our business skills training courses will provide you with a holistic skillset and mindset to allow you to tackle problems, identify opportunities, and make key decisions.



No matter your role or industry, sharpening your business skills will allow you to master effective communication, budget and financial management, goal setting, critical thinking, and problem solving. Our training will also refine your problem solving skills, and help you lead organizational change. These skills round out the business mindset and can be applied in every setting throughout your career.”

We hope you enjoy browsing this catalog and finding the right courses for your or your team’s professional development goals!

Ready to join a course?



# Why choose us for your learning partner?

## ACCREDITED TRAINING

Our courses are accredited, bringing international standards to our training. In addition, they are backed by our academic partner, Duke University, meaning you can be confident in their quality and academic integrity.

## CERTIFICATE PROGRAM

You can earn recognition for your accomplishments and the steps you take to raise your performance and benefit your career. **Contact us** for more information on certificates and certificate paths.

## PERSONAL TRAINING CONSULTATION

When you're investing in training, it's vital that you choose the correct areas to make the most of your investment. Our experienced team will consult with you on your background, experience, challenges, and goals to select the most suitable course or program for your career development and organizational needs.

## GLOBAL REACH AND RECOGNITION

With over 40 years of experience, we have the deepest and richest 'vault' of project training programs for all roles and across industries.

## OUR INSTRUCTORS

Each of our instructors brings vast experience and expertise within their field and a deep passion for teaching. Individual perspectives come to life in each classroom.

## Our Course Topics

Choose from an extensive and holistic curriculum that allows you to refine both your technical and leadership skills. We offer targeted coursework in areas including:



**Project and program management**



**Adaptive project leadership**



**Lean and Agile**



**Business analysis**



**Business skills**



**Contract management**

[View scheduled courses now](#)



# Training delivery options

We understand that full-time working professionals are busy, and that people learn in different ways and at different speeds. By catering to specific training needs, we can help your people learn using the method that works best for their schedules, budgets, and learning preferences.

## SELF-PACED E-LEARNING

e-Learning brings you high-quality course content in a convenient online format. Learning objectives are supported with quality e-Learning interactions, all crafted in an up-to-date format.

## VIRTUAL INSTRUCTOR-LED COURSES (VILT)

Join the classroom at the same time as other participants and instructors from remote locations, allowing for an engaging learning experience.

## ON-SITE INSTRUCTOR-LED COURSES (ILT)

Bring training on-site for your teams or whole organization for a totally focused course experience.

## PUBLIC CLASSROOMS

Scheduled year-round, these courses offer you the chance to meet professionals in person and a hands-on way to learn.

[View e-Learning and VILT courses now](#)



# Virtual Instructor-Led Training

Virtual Instructor-Led Training (VILT) is training conducted live online in a virtual classroom that allows for real-time interaction with instructors and class participants.

This format incorporates expert content, interactive exercises, and engaging instruction from anywhere you'd like to learn.

VILT is our most popular format. 

## WHY VILT?



# Duke Certificate Program

You can earn recognition for your accomplishments and the steps you take to raise your performance and benefit your career.



**Business Skills Professional Certificate**  
Take 4 courses from this catalog + 1 "elective" from one of our other programs found on page 5

## WHY EARN A CERTIFICATE?

### Gain expertise in a thriving discipline

Take advantage of top-notch academic research, practical content, and convenient training delivery. Choose from end-to-end certificate programs designed to build competencies at all levels of project delivery.

### Show off your accomplishments

Earn the professional recognition you deserve. Upon completion of a certificate program, you are eligible to add your credentials to your signature.

### Stand out from the competition

Build your skills, increase your earning potential, and broaden your career opportunities by obtaining a certificate from Duke, consistently ranked among the top ten universities in the United States.

Duke<sup>CE</sup>



# Business skills courses



## Instructor-Led Training

- Budget and Financial Management.
- Coaching and Mentoring for Improved Performance.
- Communicating Up: Winning Strategies for Successful Executive Conversations.



## Virtual Instructor-Led Training



## Digital/ e-Learning

- Critical Thinking and Problem Solving.
- Establishing a Business Mindset.
- High-Impact Communication.
- Taking Charge of Organizational Change.

# Budget and Financial Management

## MODALITY



# Coaching and Mentoring for Improved Performance

## MODALITY



### PROGRAM DESCRIPTION

**Budget and Financial Management** covers using budgeting and financial estimating methods and tools. Specifically, participants will address topics such as creating a budget, negotiating for funding, managing and reporting variance, and making decisions based on a budget. Standard financial tools are also introduced, and participants explore how to assess financial status and to make sound business decisions. Participants will review and discuss commonly used financial metrics to not only understand the numbers, but to explore the not-so-obvious financial impacts of typical operating decisions and actions.

### PROGRAM DESCRIPTION

**Coaching and Mentoring for Improved Performance** offers a powerful behavioral coaching and mentoring model and a set of integrated tools that will improve the quality, efficiency, and effectiveness of coaching with lasting results—whether or not you have direct authority. Through practical exercises, group discussions, and case studies, you will determine what work can be assigned and to whom, based on current performance levels and workload. You will also learn how to assign work with improved clarity and efficiency to establish a strong foundation for success.



### LEARNING OBJECTIVES

- Utilize our Mindset Model to understand how finance and accounting influence management decisions.
- Ask the right questions to successfully create, present, monitor and manage a budget.
- Negotiate for financial resources.
- Communicate financial information and results to stakeholders, executives, colleagues and project teams.
- Correlate budget success with its presentation in financial reports.
- Recognize the relationships between primary financial statement line items by calculating and examining relevant financial ratios.



### BEHAVIORAL COMPETENCIES

- Financial acumen.
- Organizational savvy.
- Strategic mindset.



### SKILLS

- Budgeting.
- Cost estimating.
- Reading financial statements.



### LEARNING OBJECTIVES

- Effectively assign and guide progress on work.
- Provide focused feedback to sustain or improve future performance.
- Handle difficult performance issues.
- Use essential skills for getting better results in coaching situations.
- Apply a structured coaching and mentoring model to guide you through the coaching process.
- Apply techniques for evaluating impact, including your own.
- Assess and improve the current performance of others.



### BEHAVIORAL COMPETENCIES

- Action oriented.
- Builds effective teams.
- Demonstrates self-awareness.
- Develops talent.
- Directs work.
- Drives engagement.
- Drives results.
- Ensures accountability.
- Instills trust.
- Self-development.
- Situational adaptability.



### SKILLS

- Negotiation.
- Performance improvement.
- Performance management process design.

# Communicating Up: Winning Strategies for Successful Executive Conversations

## MODALITY



# Critical Thinking and Problem Solving

## MODALITY



### PROGRAM DESCRIPTION

**Communicating Up: Winning Strategies for Successful Executive Conversations** shows you how to uncover what executives really care about and tailor your message to them. Learn how to prepare for executive conversations, including those that are unplanned. Recognize communication techniques that executives commonly use and react to them. Practice active listening and getting your message across quickly; understand how to earn and maintain trust; learn to demonstrate the value you can offer, and use techniques of persuasion appropriately.

### PROGRAM DESCRIPTION

**Critical Thinking and Problem Solving** addresses the five types of critical thinking needed in business environments: Strategic, tactical, analytical, innovative, and implicative. It also teaches a five-step process for responding to business problems/opportunities: Identify and analyze problems/opportunities, analyze the environment, explore potential responses, select the optimal response, and implement the optimal response. The course includes exercises and case studies, so participants can practice using the different thinking approaches to achieve maximum results.



### LEARNING OBJECTIVES

- Plan for successful communications with executives.
- Use an executive-oriented mindset, content, language, and style.
- Be prepared for impromptu communications.
- Compose a situation-appropriate message to an executive.
- Establish rapport, and build and maintain the executive's trust.
- Persuade and influence executive decisions.
- Apply a structured approach to navigating difficult conversations.



### BEHAVIORAL COMPETENCIES

- Builds networks.
- Communicates effectively.



### SKILLS

- Presentation skills.
- Stakeholder expectation management.
- Verbal communication.



### LEARNING OBJECTIVES

- Use different thinking approaches at different times to yield better results.
- Generate innovative responses to business problems and opportunities.
- Assess your own thinking style preferences.
- Think in the present to prepare for the future.
- Determine the root cause of business problems and opportunities.
- Apply different types of thinking for improved analysis and problem solving.
- Assess possible responses accurately to select an optimal response.
- Design and execute appropriate action plans.



### BEHAVIORAL COMPETENCIES

- Courage.
- Demonstrates self-awareness.
- Nimble learning.
- Self-development.
- Situational adaptability.
- Strategic mindset.
- Values differences.



### SKILLS

- Action planning.
- Analytical processes.
- Define product/process change strategy.
- Knowledge management.
- Perform gap analysis.
- Planning and organizing.
- Policy development and implementation.
- Risk management.
- Stakeholder expectation management.

# Establishing a Business Mindset

## MODALITY



### PROGRAM DESCRIPTION

**Establishing a Business Mindset** sets the stage for maximizing the performance of technical professionals by incorporating different business perspectives into their experience. Participants will learn to leverage variables related to the business environment, business thinking, business interactions, and business outcomes. They will have the opportunity to practice analyzing business situations and applying their new skills to common business issues. They will also become familiar with best practices in business etiquette, communications, and financial management.



### LEARNING OBJECTIVES

- Apply business acumen to realize professional and personal potential.
- Use Mindset Model as a framework for approaching current work and setting future goals.
- Enhance your contributions to the organization.
- Adapt to changing variables in a typical business environment.
- Develop your skills in alignment with your personal and professional goals.



### BEHAVIORAL COMPETENCIES

- Being resilient.
- Business insight.
- Customer focus.
- Demonstrates self-awareness.
- Drives engagement.
- Drives vision and purpose.
- Global perspective.
- Manages conflict.
- Organizational savvy.
- Self-development.
- Strategic mindset.



### SKILLS

- Commercial acumen.
- Strategic planning.

# High-Impact Communication

## MODALITY



### PROGRAM DESCRIPTION

**High-Impact Communication** teaches techniques for creating high-impact communication with coworkers, clients, and stakeholders. Through practical exercises and group discussions, participants determine their own communication styles and then learn how to identify the communication styles of their audiences and how to adapt messages accordingly. This course provides hands-on practice in crafting persuasive messages, facilitating dialogue, and making powerful presentations. Participants will walk away from the course firmly grounded in key communication techniques and with the additional tools necessary to apply these techniques to their work environments.



### LEARNING OBJECTIVES

- Deliver persuasive communications that achieve the outcomes you want.
- Adapt your communication style to the receiver's style for greater impact.
- Work and dialogue more effectively in small groups.
- Select the most appropriate medium and structure for high-impact communication.
- Implement techniques and strategies to create high-impact communication.
- Plan your communications and meetings for maximum results.



### BEHAVIORAL COMPETENCIES

- Business insight.
- Customer focus.
- Demonstrates self-awareness.
- Drives engagement.
- Drives vision and purpose.
- Global perspective.
- Manages conflict.
- Organizational savvy.
- Self-development.
- Strategic mindset.



### SKILLS

- Presentation skills.
- Stakeholder expectation management.
- Verbal communication.
- Taking charge of organizational change.
- Define product/process change strategy.
- Managing change.
- Perform gap analysis.

# Taking Charge of Organizational Change

## MODALITY



ON-SITE TRAINING

### PROGRAM DESCRIPTION

**Taking Charge of Organizational Change** introduces a framework and process for implementing and managing organizational change, from identifying the changes, through planning, and into implementation. This course is designed to provide participants with opportunities to apply their knowledge and skills and to try out new techniques in a realistic case study addressing organizational change. Participants will have the opportunity to apply core concepts to a specific problem or opportunity from their own business environment.



### LEARNING OBJECTIVES

- Become a change agent.
- Leverage organizational change for positive outcomes.
- Help others deal with change.
- Create a business case for an organizational change.
- Consider other perspectives that impact change initiatives.
- Apply a framework to plan and lead organizational change.



### BEHAVIORAL COMPETENCIES

- Action oriented.
- Builds networks.
- Drives engagement.
- Interpersonal savvy.
- Organizational savvy.
- Situational adaptability.
- Stakeholder engagement.



### SKILLS

- Change management.

# Bring training on-site to your organization

We look at your training needs holistically and can offer a plan fit your business needs.

### CONTEXTUALIZED TRAINING

We can contextualize the training to reflect your specific industry, corporate culture, business goals, and objectives.

### OFF-THE-SHELF TRAINING

We can bring our traditional classroom courses to a location of your choice — this is the most efficient option in terms of implementation and cost.

### BLENDED TRAINING

We can deliver a range of training methods by combining classroom-based courses with online learning solutions at all stages of the program.

**W**e offer training solutions to improve each of the discipline areas needed to transform an organization from good to great. By working directly with your organization using a consultative and adaptive approach, we develop learning solutions that address your specific business requirements to bring out the best performance in your projects and people.

If you have ten or more attendees, we can bring training to the location of your choice, anywhere in the world. Depending on your specific organizational business requirements, we can deliver targeted training in 13 different languages and one or more of the following formats:

## About Korn Ferry

Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers.

