**Block 1: Organizational Systems**

This four-week block follows up on what you learned at the on-site session and introduces scholars to organizational systems thinking. Using current concepts and models to examine their own organizations and projects, they will develop capacities to perceive, understand and facilitate change in public health organizations.

#### Learning Objectives

Upon successful completion of this course, scholars will be able to:

* Describe their public health organizations as systems.
* Improve communication and group dynamics in organizational systems.
* Understand and practice methods that encourage innovation and creativity in organizational systems.
* Explain and demonstrate how to encourage learning for change in organizational systems.
* Identify at least three principles of organizational change and understand how to apply them.

### Block 2: Managing People and Teams

This block will guide scholars in developing a skillset to effectively lead and supervise staff. Scholars will first focus on their individual leadership styles and leadership traits that are most effective in various scenarios. Next, scholars will delve into working with individuals, emphasizing coaching, providing feedback, and evaluating employee performance to help employees reach their potential. The final portion of the block is dedicated to facilitating teams and teamwork, and equipping scholars to lead productive teams.

**Learning Objectives:**

* Identify different types of coaching
* Understand the coaching process and steps
* Turn closed questions into open-ended questions
* Consider and practice coaching opportunities

### Block 3: Financial Management

Understanding financial management issues is a basic competency for managers operating in any sector. The overall goal for this seven-week block is to prepare the participant to participate intelligently in, and contribute to, financial decisions made in his or her management unit. While participants may ultimately delegate the actual financial analysis to other staff, if they are to become effective managers, it nevertheless remains imperative that they understand both the language and the fundamental concepts of financial management, and become comfortable with what is required to perform formal financial analyses. Those completing the block successfully will be knowledgeable about both the uses and the limitations of cost and financial information from the perspective of a manager.

#### Learning Objectives

By the end of this course, participants will be able to:

1. Understand the link between an organization's mission and goals, and the management of its financial resources.

2. Develop a budget to meet programmatic needs.

3. Apply standard cost analysis methods for planning, budgeting and analysis.

4. Utilize budgetary tools in order to make strategic budget decisions.

5. Understand the common underlying characteristics of financial fraud, the importance of an internal control system, and management's role in preventing fraud.

### Block 4: Program Evaluation

The content presented in this eight-week block is based on the Framework for Program Evaluation in Public Health developed by the Centers for Disease Control and Prevention. The block will be a hands-on learn and practice session on how planners can begin to build and evaluate their programs using practical process and outcome measures. In this block, scholars will begin to build their own evaluation plan for a program or project that they are currently working on for their organization.

#### Learning Objectives

Upon successful completion of this course, scholars will be able to:

* Describe the relationship between performance management, program planning and evaluation
* Describe the steps of program planning and evaluation process
* Perform information seeking of data sources and key public health information systems
* Identify key stakeholders in an evaluation
* Develop the components and elements of a program logic model
* Identify the key steps needed for successful program implementation
* Create a basic evaluation plan including data collection and analyzing methods
* List three ways to use evaluation data to draw conclusions about a program
* Communicate the impact of their program to outside audiences

### Block 5: Conflict Resolution and Negotiation Skills

In this eight-week block, you will learn how negotiations comprise a major part of a manager's job. It is easy to recognize some types of negotiations, such as those that occur in service contracts, labor relations, and the settlement of legal disputes. Other negotiations, such as dealings with superiors, subordinates, other colleagues, or the public, are less easily recognized but much more frequent. Indeed, every meeting, if not every conversation, is likely to involve some type of negotiation. In this block we will identify and assess those factors that are common to a wide range of negotiating situations. We’ll consider and practice how they can be applied and adapted to each specific situation. Within our areas of concern are negotiations between individuals representing either themselves or others; negotiations within a department, between departments, and between organizations; negotiations between interest groups within communities or at a "grass roots" level; and multi-party negotiations involving public or non-profit agencies, the private sector, and interest groups.

#### Learning Objectives

Upon successful completion of this course, scholars will be able to:

* Identify and understand the difference between “interests” and “positions,” and be able to apply “interest-based” negotiations to resolve disputes.
* Understand how to create the framework and process for resolving conflict and reaching agreement.
* Understand the importance of communications during the negotiations process, including improving your ability to communicate in the style of those who sit across from you at the negotiating table, and to use a variety of communication strategies, tools, and techniques to increase your ability to influence others.
* Understand the importance of negotiating as a representative; be able to develop a strategy for the situation to ensure that one's own constituents or principals are appropriately involved.
* Understand the critical importance of implementing agreements and how to apply adaptive management practices to allow parties to renegotiate the agreement or refine elements of it while maintaining the overall agreement.

### Block 6: Health Communication

This four-week Health Communications block provides scholars with the knowledge and skills to master important communication competencies for public health managers; 1) developing strategic communications plans to advance public health issues, 2) responding effectively during public health emergencies, and 3) utilizing multiple tools to reach different audiences with public health information. Participants will draw upon communications challenges within their work to explore strategic solutions.

#### Learning Objectives

* Increase ability to identify communications strategy for a public health issue
* Identify key principles of risk communication
* Understand strategies for working with the media to promote public health policy goals
* Engage in social media tools to promote health issues for the public and for focusing on different target audiences.