Go from **Certificate Seeker** *to* **Competitive Advantage** in just four days!

About HDO Certificate Programs

HDO Certificate Programs consist of four single-day courses led by top UT Austin faculty. Certificate Seekers may select one of four concentration areas to help meet their professional development goals (course descriptions are available on the following pages):

- **Organizational Improvement (OI)**
- **Personal Leadership (PL)**
- **Strategic Thinking (ST)**
- **Language & Leadership (LL)**

Each Certificate Program is designed to equip participants with immediately applicable skills, broadened perspectives, and expanded expertise in a chosen concentration area. These programs are built on strong academic fundamentals and will enhance the portfolios of mid- and upper-level professionals working in the business, non-profit, government, or military sectors.

HDO Certificate seekers are professionals aiming to move up in their current organization, deepen their capacities in their existing role, or develop skills for a transition to a new position.

HDO Certificate Programs are designed to be flexible. Certificate Seekers must complete three courses in their chosen concentration area. The fourth course may also be from the same concentration area or an elective course from any concentration area.

There is no time limit in which Certificate Seekers must complete their program. After registering for a Certificate Program, HDO staff will contact Certificate Seekers with information related to upcoming courses in their chosen concentration area.

Learn more and register at https://hdo.utexas.edu/certificate-programs/.

Organizational Improvement (OI) Concentration Area Courses

Note: Only four courses are required to complete an HDO Certificate. You may select four from the offerings below, or you may select three courses from below and one elective course from any concentration area.

Behavior Change & Influence | *Change Management, Influence, Productivity*

Drawing on research that was the basis for his latest book, Smart Change (each participant receives a copy), Dr. Art Markman provides insights from cognitive science to help you achieve your goals in fostering behavioral change and exerting greater influence.

Ethics, Culture, & Leadership | *Ethical Leadership, Decision-Making, Cultural Awareness*

This course focuses on how awareness of culture can contribute to ethical leadership and good decision-making in organizations. Participants will use case studies to think about ethical issues in organizations related to topics such as compliance, technology use, health and illness, and sustainability. These topics are considered from a global perspective emphasizing how cultural values inform ethical decision-making and how different ethical and cultural systems address and define moral issues that arise in organizations.

Human Error: Engineering it Away | *Organizational Culture, Resiliency, Leadership*

This course provides participants with core scientific principles from psychology and engineering to help better understand what human error is, and ways of building barriers to keep errors from turning into major events. This seminar is helpful for people at all organizational levels and positions. The tools provided will empower participants to reduce error, both in their organizations and their personal lives.

Making Meetings Matter | *Meeting Management, Productivity, Decision Making*

Meetings are held in nearly every workplace and organization yet they are dreaded by nearly everyone who has to lead and/or attend them. Meetings waste time and energy if they are poorly planned or filled with people who don't stay engaged or move toward decisions. This seminar offers practical steps for making your meetings more productive, no matter whether you are a leader or attendee, whether you've been at it a while or are just getting started.

Organizational Leadership & Strategy in Uncertain Times | *Strategy, Leadership, Change Management*

As a participant in this seminar, you will learn how to: (1) leverage historical thinking for effective leadership; (2) become a better strategic thinker; (3) define and guide change, even in a resistant environment; (4) anticipate future changes in your field; and (5) define your self-image as a leader.

Understanding & Balancing Motivations | *Leadership, Ethics, Management Strategy*

Literature, especially drama, provides concrete and practical cases that help us to understand how ethical decisions are made and to see how ethics and leadership intersect. This course will use dramatic texts to question the nature of ethical challenges and to explore ideas behind human motivation.

Human Dimensions of Organizations
Certificate Programs
The University of Texas at Austin

Personal Leadership (PL) Concentration Area Courses

Note: Only four courses are required to complete an HDO Certificate. You may select four from the offerings below, or you may select three courses from below and one elective course from any concentration area.

Achieving Balance: Time Management for Modern Professionals | *Project Management, Productivity, Time Management*

Due to changes in work and technology, people's personal and professional lives are more connected than ever before—and more fragmented, more busy, more crammed with tasks and obligations. How can we regain work-life balance? How can we achieve confidence, clarity, and the ability to plan? In this one-day seminar, Dr. Clay Spinuzzi will use a mix of research, theory, and experience to discuss the challenges we face in planning our time and projects.

Flourishing in the Workplace | *Effective Thinking, Positive Emotion, Strengths Training, Flow*

This course presents practical strategies for optimizing individual and organizational performance by identifying and utilizing character strengths, regularly achieving a state of immersed involvement or flow, and creatively conceptualizing issues and solving problems. Participants will identify personally relevant areas for improvement or growth and work individually and in small groups to apply practical strategies presented in the course to enhance personal satisfaction and success both professionally and personally.

Fulfillment in the Workplace | *Leadership, Responsibility, Workplace Satisfaction*

Conventional notions of leadership hold that leaders are powerful, famous, and charismatic persons who not only present grand visions of change for their organizations but also persuade or subjugate others to follow these visions. This course takes an alternative perspective, arguing that a true leader is someone who: (1) has identified inherent interests and strengths and devotes considerable time, attention, and resources in pursuing them, and (2) has taken (or is willing to take) personal responsibility for manifesting the traits that he/she would like to see in others.

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Maximizing Mental Agility | *Productivity, Creativity, Critical Thinking*

The course focuses on six areas of thinking that provide easy-to-learn strategies rooted in Cognitive Science that will help people to be more productive, efficient, creative, motivated, and satisfied in their working lives, and beyond.

Writing Persuasive Business Proposals | *Business Writing, Persuasion, Engagement*

In this course, participants will examine business proposals as persuasive arguments. Through a guided process, participants will take existing proposals apart, examine their underlying components, and learn how to reconstruct them in ways that make the proposals more effective.

Working Successfully with Your Client | *Communication, Goal Setting, Project Management*

Successful communication can make or break provider-client relationships in the worlds of business, government, and non-profits. This seminar will examine in detail the experience of leading a project employing communication skills derived from the psychoanalytic relationship between therapist and patient.

Human Dimensions of Organizations
Certificate Programs
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Strategic Thinking (ST) Concentration Area Courses

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Human Dimensions of Organizations
Certificate Programs ● ● ●
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Language & Leadership (LL) Concentration Area Courses

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