As a leader in your organization, you always need to be prepared for change. Whether you’re dealing with a planned initiative, volatile industry, or unexpected situation, change is inevitable. In this series, you will identify where you fit in the power hierarchy of your organization and how this plays into your role in organizational decision making.

The Change Leadership certificate program, developed by faculty at Cornell University, will equip you to anticipate where things are moving, implement changes needed, and sustain the momentum of your initiatives to advance your agenda. The four core courses and two leadership electives enable you to meet your specific development goals while customizing the program to suit your particular professional outcomes.

**Certificate Courses**

This certificate requires approximately 36 hours of study time and is earned upon the completion of four core courses and two elective courses.

**Core Courses**

- Navigating Power Relationships
- Negotiation Skills
- Leading Strategic Change Initiatives
- Leading Organizational Change

**Elective Courses**

Choose 2 from the list below:

- Leading Collaborative Teams
- Strategic Decision Making
- Leading Across Cultures
- Coaching Skills for Leaders
- Motivating People for High Performance
- Quality and Service Excellence
- Planning and Delivering Effective Presentations
- Leading with Credibility
- Leading for Creativity and Innovation

**About Online Learning at Cornell**

Our online courses offer a proven model for successful management development and incorporate the best aspects of online and traditional classroom learning, including:

- Engaging and rigorous course design that centers on authentic business scenarios and provides the resources and tools learners need to resolve the issues they pose
- Learning experiences that target individual competencies and skills
- Asynchronous collaboration activities that contribute to knowledge and experience sharing among the course participants and the course instructor
- Course projects, discussion forums, and job aids that help participants apply their new skills to real organizational situations
- New skill development through interactive assessments and simulations

**Pricing & Registration**

The six-course certificate price is US$3600. Register online at:

[sha.cornell.edu/online/change-lead](http://sha.cornell.edu/online/change-lead)
CERTIFICATE IN CHANGE LEADERSHIP

Navigating Power Relationships
In many cases, those in power are the ones who get the final say in organizational decision making. Analyze where you fit in the power hierarchy and how to increase your power to get things done within your organization.

Negotiation Skills
Being able to effectively negotiate is a critical skill that can be used in all aspects of your life—not just in the business world. Learn the ins and outs of negotiation, including how and when to negotiate.

Leading Strategic Change Initiatives
Learn how to properly lead change within your organization to ensure the process is successfully managed and implemented with minimal resistance. Articulate a change vision and build an approach for identifying and influencing key stakeholders.

Leading Organizational Change
Learn how to effectively manage change in your organization by knowing when change is needed, working on getting the change accepted organizationally and implementing change in the best way possible. Identify the change process as it relates to organizations. Examine strategies for overcoming organizational inertia and individual resistance to change.

Leading Collaborative Teams
In order to effectively lead a team, you must first figure out how to ensure that your team works seamlessly together. Learn how to build a functional and successful team. Learn how to diagnose team skill sets and develop a plan to build synergy and collaboration. Facilitate team development and determine team expectations and goals.

Strategic Decision Making
Learn how to make timely, well-reasoned business decisions through a proven methodology. Determine the most important features of the decision you need to make based on the setting and the context, as well as how to communicate your decision. Establish responsibilities and accountabilities to ensure effective follow-through on decisions made.

Leading across Cultures
In today’s marketplace, leading multicultural teams is becoming the norm. Learn the skills needed to assess your organization and your management style to ensure you’re leading a diverse team in the best ways possible. Assess your perspective so that you can develop a broader understanding of how cultural rules, stereotypes, and assumptions inform the way you think and work.

Coaching Skills for Leaders
This course will help you distinguish between coaching and traditional supervision. You will identify the five functions of coaching and the rules for having coaching conversations.

Motivating People for High Performance
This course answers fundamental questions related to motivating people: How do you tell whether a person is unmotivated or just a poor fit for the job? How can a leader motivate a large group of people at once? And, how can middle managers motivate people when there are real obstacles standing in their way?

Quality and Service Excellence
If your customers aren’t happy, your organization won’t succeed. Learn how to ensure your organization is providing the highest quality service across the board. Develop measures and standards of service quality that are consistent with the expectations of internal and external customers.

Planning and Delivering Effective Presentations
Being able to effectively formulate and share your ideas verbally is a key skill essential to any leader. Learn the ins and outs of creating dynamic, attention-grabbing presentations.

Leading with Credibility
Without the trust of those you lead and those who support you in an organization, it is next to impossible to be successful. Learn what you need to gain and keep the respect of your colleagues to keep your career moving forward.

Leading for Creativity and Innovation
Innovation is all the rage—but do you know what it really means for your organization? Find out what innovation is and how to apply the concept to your team for successful implementation of cutting-edge ideas.

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