Udemy Learning

Course Recommendations for MAPP Leadership Competencies

About Udemy Learning

Los Angeles County University (LACU) is proud to offer County employees access to Udemy.com, an online library of on-demand training videos on topics that can help employees be more effective on the job and better prepared to achieve their career goals.

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INTRODUCTION

This document aims to jump-start your exploration of *Udemy for Business* by listing recommended courses. Although we provide recommended courses, we encourage you to fully explore the *Udemy for Business* courses and work with your supervisor to build your Learning Development Plan to achieve your goals. Be sure to follow your supervisor's requirements about using *Udemy for Business* and follow the requirements in PPG 205: Online Training Provided by External Providers.

About the Course Recommendations

As part of the Countywide Succession Planning Program, each Management Appraisal and Performance Plan (MAPP) manager is evaluated on 30 leadership competencies. Based on these results, a plan is created to address the MAPP manager's competency development needs. To support the creation of these plans, this Guide recommends *Udemy for Business* courses that link to the lowest-rated leadership competencies Countywide. These competencies are listed below.[1]

1. Financial Management
2. Entrepreneurship
3. Conflict Management
4. Technology Management
5. External Awareness
6. Political Savvy
7. Human Resources Management
8. Vision
9. Strategic Thinking
10. Creativity/Innovation

Please note that this focus on the competencies with the lowest *aggregated* ratings Countywide may not perfectly align with your individual MAPP leadership competency development needs. We invite you to peruse these recommended courses with a mindset open to identifying courses that may bridge your development gaps or enhance your existing areas of competency strength.

The primary linked competencies are indicated in the information provided for each recommended course, and full competency definitions are provided at the end of this Guide.

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[1] Results from the 2017-2018 Program Cycle; listed with the lowest-rated competency first

COURSE RECOMMENDATIONS
Linked to Top Countywide Competency Development Needs[2]

To access any of these courses, please search for the course title at lacounty.udemy.com or visit the "MAPP Manager" category of the Los Angeles County Collection of *Udemy for Business* at the following address:

https://lacounty.udemy.com/organization/home/category/mapp-managers/

Recommended Course	Linked Competencies
1. **Applying Innovation** 4 hours Learn a step-by-step process for applying innovation within an established organization	✓ Creativity/Innovation ✓ Entrepreneurship
2. **Building an All In Culture** 39 minutes Learn tactical steps to build a high-performance culture and gain clarity around the ideas of mission, vision and values that help employees understand where they fit into the big picture	✓ HR Management ✓ Vision
3. **Business Analysis: Conduct a Strategy Analysis** 8 hours Learn how to use business analysis to recommend the best solution and change strategy to meet your organization's goals	✓ Strategic Thinking
4. **Business Strategy Execution: The Agile/Lean Way** 11 hours Learn about transforming culture and capabilities to execute business strategy: the agile way to business strategy success	✓ Strategic Thinking
5. **Career Navigator: A Manager's Guide to Career Development** 1 hour Learn a three step method for talking to your employees about their career development and helping them develop their careers	✓ HR Management
6. **Change Management Training: Master the Change Process!** 2 hours Learn how to manage sustainable change processes and how your company will react to change	✓ Vision
7. **Complete Guide to Conflict Management in the Workplace** 2 hours Learn conflict resolution skills and effective listening, communication, and problem-solving techniques	✓ Conflict Management
8. **Dealing with Conflict at Work: Real World Strategies and Tools** 1.5 hours Gain a practical introduction to workplace conflict management for managers and supervisors	✓ Conflict Management

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[2] Competencies with the lowest aggregated ratings from the 2017-2018 Program Cycle; courses may link to other competencies not listed in this Guide

Recommended Course	Linked Competencies
9. Defining a Digital Transformation Roadmap 1 hour Learn how to define and implement a phased digital transformation program that aligns your company for success	✓ Strategic Thinking ✓ Technology Management ✓ Vision
10. Disciplined Dreaming: Lead Breakthrough Creativity at Work 1.5 hours Learn a system for using creativity and innovation to drive results	✓ Creativity/Innovation
11. Effectively Managing Employee Performance 1.5 hours Learn how to take action on performance problems in this course taught by an accredited Performance Management Institute PDU provider	✓ HR Management
12. Executive Briefing: Machine Learning 1.5 hours Explore how machine learning can supercharge your company's finances, innovation, and marketing strategies and learn how to implement machine learning into your organization	✓ Creativity/Innovation ✓ Financial Management ✓ Technology Management
13. Financial Planning and Analysis: Building a Company's Budget 1.5 hours Learn the fundamental mechanics of financial planning	✓ Financial Management
14. Giving and Receiving Feedback for Management and Leadership 1 hour Learn to use a structured model for giving feedback in a positive and helpful way	✓ HR Management
15. Identifying and Building Digital Leadership Talent 2 hours Learn to identify, organize, task, and develop the digital leaders your company needs to define and implement a successful digital strategy and transformation	✓ HR Management ✓ Strategic Thinking ✓ Technology Management
16. Innovation Master Class 3.5 hours Learn about the components of innovation, how other organizations leverage their innovative capabilities, ways to determine your organization's propensity for innovation, and how to create an innovation practice that uses technology and builds innovation as an organizational competency	✓ Creativity/Innovation ✓ Entrepreneurship ✓ External Awareness ✓ Political Savvy ✓ Technology Management
17. Instant Negotiating Skills: Learn Negotiation in 70 Minutes 1 hour Learn successful negotiation strategies, closing skills, persuasion psychology, and more	✓ Political Savvy
18. Introduction to Financial Modeling for Beginners 6 hours Learn how to build your first financial models in Excel from scratch	✓ Financial Management

Recommended Course	Linked Competencies
19. Leadership: How to Influence, Inspire, and Impact as a Leader 1.5 hours Learn to become an authentic, impactful leader who inspires change and growth, uses creativity, empowers people, creates a shared vision, and influences behavior	✓ Creativity/Innovation ✓ Vision
20. Lean Enterprise: Corporate Innovation Certification 1.5 hours Learn about disruptive innovation, gain perspective from case studies of innovation approaches at Intuit, General Electric, Qualcomm, and more, and explore tools for fostering an environment for innovation in a large organization	✓ Creativity/Innovation ✓ Entrepreneurship ✓ External Awareness
21. Managing Conflict with Skill and Confidence 1 hour Learn to manage conflict situations more effectively, prevent escalation and dispute, and engage with people who might become confrontational	✓ Conflict Management ✓ HR Management
22. Master Cognitive Biases and Improve Your Critical Thinking 2.5 hours Learn to upgrade your mindware to master cognitive biases and improve the quality of your thinking	✓ Political Savvy ✓ Strategic Thinking
23. Master Strategic Thinking and Problem Solving Skills 2.5 hours Learn to make better decisions and plan strategically using models to analyze policy, resolve conflicts, and deliver great feedback	✓ Conflict Management ✓ Strategic Thinking
24. Simple Strategies from Game Theory for Leaders and Managers! 2 hours Useful game theory strategies for leaders and managers for interdependence, conflict management and competition	✓ Conflict Management ✓ Political Savvy
25. The Superboss Playbook for Managers 1.5 hours Learn from a professor at Dartmouth's Tuck School of Business about the best practices used by top industry leaders to shape unconventional, creative, and high-performance talent	✓ Creativity/Innovation ✓ External Awareness ✓ HR Management

SUMMARY OF RECOMMENDATIONS

Recommended Course	Conflict Management	Creativity/Innovation	Entrepreneurship	External Awareness	Financial Management	HR Management	Political Savvy	Strategic Thinking	Tech Management	Vision	
1. Applying Innovation		✓	✓								2
2. Building an All In Culture						✓			✓		2
3. Business Analysis: Conduct a Strategy Analysis							✓				1
4. Business Strategy Execution: The Agile/Lean Way							✓				1
5. Career Navigator: A Manager's Guide to Career Development						✓					1
6. Change Management Training: Master the Change Process!									✓		1
7. Complete Guide to Conflict Management in the Workplace	✓										1
8. Dealing with Conflict at Work: Real World Strategies and Tools	✓										1
9. Defining a Digital Transformation Roadmap							✓	✓	✓		3
10. Disciplined Dreaming: Lead Breakthrough Creativity at Work		✓									1
11. Effectively Managing Employee Performance						✓					1
12. Executive Briefing: Machine Learning		✓		✓				✓			3
13. Financial Planning and Analysis: Building a Company's Budget				✓							1
14. Giving and Receiving Feedback for Management and Leadership						✓					1
15. Identifying and Building Digital Leadership Talent						✓	✓	✓			3
16. Innovation Master Class		✓	✓	✓		✓		✓			5
17. Instant Negotiating Skills: Learn Negotiation in 70 Minutes						✓					1
18. Introduction to Financial Modeling for Beginners				✓							1
19. Leadership: How to Influence, Inspire, and Impact as a Leader		✓							✓		2
20. Lean Enterprise: Corporate Innovation Certification		✓	✓	✓							3
21. Managing Conflict with Skill and Confidence	✓					✓					2
22. Master Cognitive Biases and Improve Your Critical Thinking						✓	✓				2
23. Master Strategic Thinking and Problem Solving Skills	✓						✓				2
24. Simple Strategies from Game Theory for Leaders and Managers!	✓					✓					2
25. The Superboss Playbook for Managers		✓		✓		✓					3
	5	7	3	3	3	7	4	6	4	4	

COMPETENCY DEFINITIONS
Top Countywide Competency Development Needs [3]

Competency	Definition
Conflict Management	Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.
Creativity/Innovation	Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/processes.
Entrepreneurship	Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks; initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.
External Awareness	Identifies and keeps up to date on key local, state, and national policies and economic, political, and social trends that affect the organization. Understands near-term and long-range plans and determines how best to be positioned to deliver highly effective programs and services to meet the needs of the public.
Financial Management	Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies, and/or administers the budget for the program area; uses cost-benefit thinking to set priorities; monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting.
Human Resources Management	Assesses current and future staffing needs based on organizational goals and budget realities. Uses merit principles, and ensures staff are appropriately selected, developed, utilized, appraised, and rewarded; takes corrective action.
Political Savvy	Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality; recognizes the impact of alternative courses of action.

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[3] Competencies with the lowest aggregated ratings from the 2017-2018 Program Cycle; listed in alphabetical order

Competency	Definition
Strategic Thinking	Formulates effective strategies consistent with the business and competitive strategy of a service organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.
Technology Management	Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision-making. Understands the impact of technological changes on the organization.
Vision	Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action.

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