

## E-Course

### Linking Problem Solving To Results

#### Description:

This e-course provides instruction and materials to effectively link problem solving to results. Participants create **customized** problem solving behaviors and results for people in their organization. Participants acquire the tools to motivate employees to solve problems more effectively. These tools include a list of **behaviors** that clarify problem solving expectations; a list of **results** that describe the impact of problem solving; ready-made **phrases** to use during performance discussions; **examples** of ways to conduct more effective performance discussions; and **strategies** to reinforce positive performance.

**The e-course is conducted via e-mail.**

#### E-Course Objectives, Process, And Outline

#### Objectives

At the end of this e-course, participants will be able to:

1. Develop 20 critical behaviors that employees must exhibit to effectively solve problems
2. Develop 40 critical results of problem solving
3. Link 20 problem solving behaviors to 20 results
4. Develop 10 strategies to reinforce effective problem solving
5. Conduct performance discussions by describing the link between problem solving and results
6. Reinforce positive performance by describing the link between problem solving and results

#### Process

1. **START DATE:** Start the e-course any time. Since participants take this e-course from the convenience of office or home, it can start anytime and anywhere.
2. **E-COURSE LENGTH:** The e-course covers a 3-week period. However, the minimum time is 1-Week and the maximum time is 5-Weeks.
3. **E-COURSE DELIVERY:** The e-course is conducted via e-mail. No telephone communication is involved unless initiated by the participant or desired by the participant.

4. E-COURSE SUPPORT: Each week, Dr. Brown emails materials and instructions to participants. Dr. Brown is available to answer questions via e-mail or telephone. **The e-course is very easy.** That's because participants receive **examples that can be followed exactly** when developing behaviors and results. Dr. Brown also reviews materials once completed and offers suggestions for improvement. See the **E-Course Outline** for more specifics.
5. E-COURSE MATERIALS: No supplemental materials are required. Participants receive all materials each week via email. The core construct of this e-course is based on the handbook *Linking Problem Solving To Results*. However, the purchase of this handbook is not required.
6. E-COURSE FOLLOW-UP: Participants have a 2-week period after completion of the e-course to submit questions to Dr. Brown.
7. E-COURSE COST: \$24.99 per participant.

## **E-Course Outline**

### **Week 1:**

- A. Participants will do the following:
1. Complete a short questionnaire that will help Dr. Brown customize the problem solving e-course.
  2. Develop 20 problem solving behaviors. Participants receive guidance on ways to **customize** these behaviors.

*Participants will be able to use these behaviors in performance appraisals or during performance discussions.*

- B. Participants will receive the following to assist with these activities:
1. Instructions on how to effectively identify problem solving behaviors.
  2. A framework to use when developing behaviors.
  3. Examples of problem solving behaviors to use as a guide.
  4. Dr. Brown will review the final list of behaviors and offer suggestions for improvement.

## **Week 2:**

A. Participants will do the following:

1. Develop 40 results of problem solving. Participants receive guidance on ways to **customize** these results.

*Participants will be able to use these results in performance appraisals or during performance discussions.*

B. Participants will receive the following to assist with these activities:

1. Instructions on how to effectively develop problem solving results.
2. A framework to use when developing results.
3. Examples of problem solving results to use as a guide.
4. Dr. Brown will review the final list of results and offer suggestions for improvement.

## **Week 3:**

A. Participants will do the following:

1. Link 20 problem solving behaviors to 20 results. The focus will be on deciding which behaviors lead to which results. Participants receive guidance on ways to **customize** these 'behaviors linked to results'.
2. Use the performance-discussion framework to prepare two performance statements that can be used to conduct performance discussions.
3. Select 10 strategies to reinforce problem solving behaviors and results.

B. Participants will receive the following to assist with these activities:

1. Instructions on how to effectively link behaviors to results.
2. A framework to use when linking behaviors to results.
3. Examples of problem solving behaviors linked to results for use as a guide.
4. A framework to conduct performance discussions by describing the link between problem solving behaviors and results.
5. Instructions on how to effectively create reinforcement strategies that emphasize the link between problem solving behaviors and results.
6. A list of reinforcement strategies for use in choosing or customizing ways to reinforce problem solving behaviors and results.
7. Dr. Brown will review all materials completed this week and offer suggestions for improvement.

**E-Course Instructor: Dr. Barbara Brown**

**Instructor Qualifications:**

Dr. Barbara Brown has a Ph.D. in Human Development, with a concentration in leadership. She has taught Leadership Development at Johns Hopkins University, Virginia Polytechnic and State University, and the University of Maryland. She has also taught Human Resource Development at the University of Virginia. Her other academic teaching experiences include several two-year and four-year colleges.

Dr. Brown has also designed and delivered a comprehensive online leadership course for the University of Maryland. She is an expert at program design and development. Since 1993, Dr. Barbara Brown has been helping organizations maximize employee performance. She specializes in demonstrating ways to link employee performance to workplace results.

Some of Dr. Brown's many clients include the Department of Defense, Department of Agriculture, Department of Transportation, Department of Treasury, American Red Cross, Arthritis Foundation, DynCorp, and the DC Water and Sewer Authority.