

SHARON LINK, PH.D. | M.ED. | CLINICAL PSY.D. CANDIDATE Portfolio

*Empowering People Through Learning.
Evolving Systems Through Strategy.*

2025

Tucson, AZ | ✉ Sharon@sharonlinkphd.com

☎ 949-345-5127 | 🌐

<https://www.leadershipviadesign.com/portfolio>

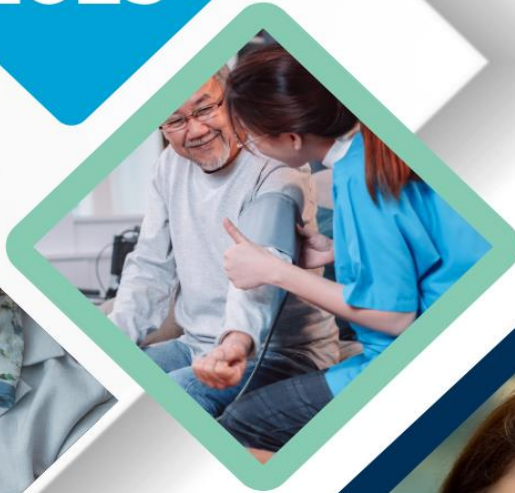


Table of Contents

Welcome to My Portfolio	3
Resume.....	4
Leadership and Learning Projects Overview.....	11
Project Title: Leadership and Learning Consulting	11
Project Title: Certificate in Instructional Design Program.....	11
Project Title: Leadership Development Program	13
Project Title: Leadership Program Development for Maple Leaf Leadership Academy.....	14
Project Title: Women's Leadership Program	15
Project Title: Online Leadership Development Course for Nurses.....	16
Project Title: Cohort-Based Leadership Development Program	17
Project Title: Onboarding and Training Program for Inflammation and Immunology Division.....	17
Project Title: Navigating Columbia University for Managers and Supervisors	19
Project Title: Human Resources Leadership and Strategic Planning	20
Case Study Sample - Enhancing Organizational Effectiveness Through Training in a Healthcare Environment – Example Only.....	21
SWOT Analysis.....	21
GAP Analysis: Enhancing Organizational Effectiveness Through Training in Healthcare	22
Identified Gaps	23
Strategies to Bridge the Gaps.....	23
Coaching Plan for Organization	25
Sample SBAR for Training Program Design.....	27
Professional Development and Coaching Plan for Senior Leaders	28
Training Plan: Improving EHR Adoption in a Healthcare Organization.....	30
Training Schedule	31
Sample Healthcare Training Program Metrics Dashboard Using Mock Data in Power BI.....	32
Detailed Project Examples	33
Project 1: Leadership Academy for Healthcare Leaders	33
Sample Workshop Agenda.....	34
Project 2: Original Medicare and You	36
Project 3: Leadership Development & Coaching	36
Sample syllabus	37
Project 3: Instructional Design Certification (Leadership via Design)	41
Sample Syllabus - Introduction to Instructional Design	42
Sample Syllabus Course Title: Foundations of Transformative Social Change	44

Leadership Frameworks and Theories Used47

Certifications and Educational Background47

Key Skills and Competencies.....47

Additional Samples48

Testimonials and Client Feedback54

Online Portfolio55

Welcome to My Portfolio



Hello!

Thank you for taking the time to review my portfolio. I'm excited to share my expertise and passion for advancing organizational effectiveness, leadership development, and sustainable growth through impactful learning initiatives. As someone deeply committed to fostering meaningful change, I thrive on building programs that elevate people, performance, and purpose.

Over the past two decades, I've dedicated my career to unlocking potential within individuals and teams—delivering measurable success across healthcare, education, and behavioral health settings. My approach blends adult learning theory, emotional intelligence, and inclusive instructional design to create learning experiences that are both strategic and human-centered. By

applying frameworks like ADDIE and Agile, and leveraging learning analytics, I design solutions that are aligned, actionable, and transformative.

Within this portfolio, you'll find examples of initiatives that have strengthened organizational resilience, enhanced leadership capability, and driven lasting impact. My goal is to bring the same clarity, creativity, and care to every learning engagement—empowering teams, supporting change, and contributing to cultures where people thrive.

Please note that this portfolio is for internal review only, and proprietary materials created under contract or employment are not shared externally.

I look forward to the opportunity to connect and explore how my background and approach can support your team's goals and continued success.

To see my online portfolio, please visit: <https://www.leadershipviadesign.com/portfolio>

Resume

Sharon Link, Ph.D. | M.Ed. | Psy.D. Candidate

Learning & Development Leader | LMS Administrator | Healthcare & Higher Ed eLearning Expert

Tucson, AZ | sharonlinkphd@leadershipviadesign.com | (949) 345-5127

<https://www.leadershipviadesign.com/portfolio>

PROFESSIONAL SUMMARY

Learning and development leader with over 20 years of experience designing scalable, learner-centered programs across healthcare, behavioral health, and higher education, most recently supporting senior-focused care at CenterWell. I specialize in enterprise learning initiatives that align with clinical priorities and organizational growth strategies, including onboarding, compliance training, and continuous professional development.

As a dual-doctoral professional (Ph.D., Psy.D. candidate), I apply behavioral science to inclusive instructional design, creating programs that are evidence-based, outcomes-driven, and deeply human-centered. I've developed and maintained over 200 courses across LMS platforms including Cornerstone, D2L, Canvas, Percipio, and proprietary systems collaborating cross-functionally with HR, clinical leaders, and compliance teams to ensure alignment with regulatory standards and learner needs.

I thrive in mission-driven environments like ArchWell Health, where learning directly impacts the well-being of older adults. Known for blending empathy with execution, I translate complexity into clear, actionable learning solutions that improve performance, enhance care delivery, and support a culture of wellness and continuous growth.

CORE COMPETENCIES

Instructional Design & Curriculum Architecture

Expert in full-cycle course development using ADDIE, SAM, and Agile methodologies to meet instructional and performance objectives in healthcare and higher education.

eLearning & Multimedia Development

Proficient in Articulate 360, Vyond, Camtasia, Captivate, and WellSaid Labs to produce SCORM-compliant, interactive learning modules and scenario-based training.

Visual & Graphic Design

Develops high-impact visual materials—including infographics, animations, and learning videos—using Adobe Creative Suite, Canva, and other multimedia tools for digital learning environments.

Course Maintenance & Learner Support

Continuously updates courses based on learner feedback, usage analytics, and SME input. Provides responsive support and guidance to end-users, improving usability and engagement workflows.

Project Management & Change Enablement

Applies Agile, Prosci ADKAR, and Lean Six Sigma principles to manage timelines, lead cross-functional teams, and implement enterprise-wide training.

Adult Learning Theory & Inclusive Pedagogy

Applies adult learning theory, Universal Design for Learning (UDL), and trauma-informed strategies to create accessible, culturally responsive learning for diverse adult learners.

Learning Management Systems & Web Content Management

Experienced with Percipio, Cornerstone (CSOD), D2L, Canvas, Blackboard, Moodle, and custom CMS platforms. Skilled in HTML/CSS for embedding assets, resolving layout issues, and optimizing user experience.

Stakeholder Collaboration & Instructional Partnership

Partners with cross-functional stakeholders—including clinical leaders, HR, compliance, academic leadership, and SMEs—to co-create instruction aligned with accreditation standards, organizational goals, and learner success outcomes.

Learning Evaluation & ROI Analysis

Designs formative and summative assessments, gathers analytics, and leverages Power BI, SPSS, and LMS data to assess effectiveness and demonstrate learning impact.

Team Leadership & Mentorship

Supervises instructional designers, curriculum developers, adjunct faculty, and contractors. Provides coaching, peer review, and oversight to ensure quality, alignment, and on-time delivery of learning solutions.

Learning Experience Design Lead

Humana | CenterWell Primary Healthcare Organization – Remote

2022 – Present

- **Led Enterprise EMR Training Program**
Directed the design and delivery of a national EMR training initiative supporting the transition from eClinicalWorks (eCW) to AthenaHealth, impacting 330 care centers and over 7,000 senior-focused clinical and non-clinical staff. Oversaw project execution, stakeholder engagement, and implementation timelines across markets.
- **Program Oversight Across Functional Domains**
Managed curriculum planning, instructional design, and course maintenance across operational areas including Front Office, Call Center, HIM, Referrals, Billing, and Coding. Oversaw the work of five instructional designers to ensure consistent quality, workflow alignment, and strategic cohesion across all deliverables.
- **Cross-Functional Collaboration & SME Engagement**
Partnered with physicians, compliance leaders, clinical SMEs, and academic faculty to co-develop clinically accurate, instructionally sound learning programs that supported both onboarding and continuous learning.
- **Scaled Agile Learning Solutions**
Applied Agile methodologies to manage iterative design sprints and updates for interactive learning journeys, aligning course content with evolving system enhancements and strategic organizational goals.
- **Leadership Development & Onboarding Strategy**
Designed and implemented scalable onboarding and leadership development programs for Center Administrators and Care Integration Teams, achieving 98–100% satisfaction ratings and accelerating time-to-proficiency.
- **Stakeholder Partnership & Change Enablement**
Led more than 100 change initiatives using Prosci ADKAR and Lean Six Sigma frameworks, collaborating with HR, compliance, and operations teams to drive performance adoption and behavioral transformation.
- **Innovation in Learning Culture**
Founded and facilitated an internal Community of Practice to promote best practices in adult learning, streamline instructional workflows, and foster shared standards across a distributed design team.
- **Value-Based Care Training Design**
Developed enterprise-wide learning programs that equipped clinical and non-clinical staff with the competencies needed to deliver care in shared-risk and value-based models.
- **LMS Optimization & Learner Experience Support**
Provided direct learner support and resolved LMS-related access and content issues, ensuring a seamless user experience and high course completion rates.
- **Recognition & Measurable Impact**
Received two Humana STAR Awards for innovation and enterprise learning contribution. Flagship training programs achieved 100% learner satisfaction and national recognition for their impact on clinical readiness and operational excellence.

Founder & Principal Learning Architect

Leadership via Design – (Private Practice & Consulting) – Remote

2010 – 2022

- **Custom eLearning Development for High-Impact Clients**
Designed and delivered over 200 interactive, SCORM-compliant courses for clients including Columbia University, Celgene (now Bristol Myers Squibb), and Weight Watchers. Integrated adult learning theory,

Universal Design for Learning (UDL), and multimedia strategy to maximize engagement, accessibility, and retention.

- **Accredited Virtual University & Instructional Design Certification**
Founded and operated an accredited online university offering advanced instructional design certification. Trained and certified 30+ instructional designers, 90% of whom secured six-figure roles in corporate L&D, healthcare education, or higher ed leadership.
- **Graduate Program Development & Faculty Oversight**
Led the design and delivery of a state-accredited Master's in Teaching program in partnership with Touro College. Supervised 9 adjunct instructors, managed curriculum quality, and supported certification pathways for charter school educators—achieving a 95% learner satisfaction rate.
- **LMS Implementation & CMS Optimization**
Directed implementation and configuration of LMS platforms and custom CMS structures. Enhanced learner dashboards, course navigation, and multimedia integration using HTML/CSS to resolve access, layout, and accessibility issues.
- **Trauma-Informed, Inclusive Course Design**
Developed psychologically safe and culturally responsive training programs for healthcare and education professionals. Embedded DEI principles, real-world scenarios, and trauma-informed practices into both asynchronous and instructor-led formats.
- **Technical Support & Learner Experience Enhancement**
Provided responsive learner support for platform navigation, content access, and engagement troubleshooting—resulting in higher course completion and user satisfaction across diverse learning audiences.
- **Data-Driven Course Optimization**
Conducted content audits, learner feedback analysis, and analytics reviews to refine course design. Improved clarity, knowledge checks, and interactivity based on data-driven insights to enhance performance outcomes.

Human Resources Director / Public School Administrator / Educator

West Valley School District – Spokane, WA

2000 – 2010

- **District-Wide Wellness & Operational Turnaround**
Transformed the district's wellness and nutrition program from a cost center into a self-sustaining profit center as Nutrition Services Director. Led a 30-member team through this change using a coaching-based, inclusive leadership style that fostered engagement, accountability, and innovation.
- **Strategic Talent Management & Workforce Planning**
Oversaw HR operations for more than 500 employees, managing talent acquisition, onboarding, compliance, employee relations, and succession planning. Aligned workforce strategies with district goals to enhance instructional delivery and operational efficiency.
- **Professional Development & Capability Building**
Designed and facilitated professional development programs across departments, helping leaders and staff meet performance benchmarks. Introduced a competency-based evaluation system that supported growth and instructional effectiveness.

- **Diversity, Equity & Inclusion Leadership**
Led district-wide DEI efforts, advancing equitable hiring practices, increasing retention, and strengthening workplace culture. Partnered with stakeholders to embed inclusive principles into policies, trainings, and leadership development.
- **Organizational Effectiveness & Culture Transformation**
Streamlined HR processes and applied data-informed decision-making to improve employee experience and responsiveness. Advised executive leadership during organizational restructuring, supporting teams through transitions with transparency and empathy.
- **Leadership Philosophy**
This role cemented my people-first mindset. I lead with clarity, curiosity, and compassion—particularly during times of complexity and change. Whether guiding district strategy or mentoring individuals, I aim to ensure others feel seen, supported, and empowered.

Certified Executive & Leadership Coach

Independent Practice – Nationwide

2009 – Present

- **Executive & Change Leadership Coaching**
Partner with senior and emerging healthcare and corporate leaders to navigate complex organizational change, refine communication strategies, and accelerate role transitions. Leverage goal-setting, progress tracking, and feedback loops to drive measurable improvements in leadership effectiveness and team performance.
- **Psychological Safety & Emotional Intelligence Development**
Apply trauma-informed, evidence-based coaching frameworks to foster psychological safety, resilience, and emotional regulation. Design and deliver workshops and one-on-one sessions that equip leaders to cultivate inclusive, high-trust cultures and sustain performance during growth and disruption.
- **Learning Program Integration & Stakeholder Engagement**
Collaborate with HR and L&D teams to integrate coaching offerings into broader leadership development pipelines. Define success metrics, develop program charters, and manage ongoing evaluation to ensure alignment with enterprise learning strategies and business objectives.
- **Data-Driven Impact Assessment**
Use qualitative feedback and quantitative assessments (e.g., 360-degree surveys, behavioral analytics) to evaluate coaching outcomes, refine program design, and demonstrate ROI. Present results to stakeholders to secure buy-in and continuous investment in leadership development initiatives.

Education

- **Ph.D. in Leadership Studies** | Gonzaga University | Magna Cum Laude (2007)
- **Psy.D. in Clinical Psychology** | California Southern University | *Currently Pursuing, 4.0 GPA*
- **MBA Coursework (15 Credits Earned)** | Concordia University, Nebraska (12/19 – 6/2020)
- **M.Ed. in Education Leadership** | Whitworth University | Human Resources Concentration (2002)
- **B.A. in Education & Political Science** | Whitworth University | Minor in English (1997)

Grants Awarded

- **2007:** SPIN Kids Grant — \$500
- **2007:** ESD 101 School-wide Grant — \$2,500
- **2002:** R.T.L. Renewal Grant (co-wrote) — \$250,000
- **1997:** Idaho Community Learning Grant — \$10,000
- **1997:** Post Falls Education Foundation Grant — \$2,500

Publications

- Beattie, M., & Link Wyer, S. (2019). Change Management and Leadership in the Fourth Industrial Revolution. *Tourism, Hospitality, and Digital Transformation*. Routledge.
- Ring, A., Crowder, C., Link, S., & Phillips, B. (2020). A chart review to assess the response of veterans, suffering from tinnitus, to alpha burst transcranial magnetic stimulation. *The International Tinnitus Journal*, 24(1). <https://doi.org/10.5935/0946-5448.20200008>
- Link, S. (2012). *Inferential statistics*. Agate Publishing.
- Link, S., PhD. (2020). Raising children with autism: Mothers share their amazing stories. *Autism Parenting Magazine*. Retrieved from <https://www.autismparentingmagazine.com/mother-share-their-amazing-stories>
- Autism Parenting Magazine (2017 – Present). Regular columnist on helping Aspie females navigate the workplace.
- Ebsco Publishing (2008 – 2009). Authored 29 education and sociology research starters

Presentations

- Link, S. (2024). Increase Learning Engagement and Retention through Microlearning. *Humana's Learning Consortium Conference*.
- Link, S. (2023). Using AI to Streamline eLearning Production and Maximize Profitability. *Humana's Learning Consortium Conference*.
- Link, S. (2017). Using Canva for Rapid, Print-Ready, Memorable Learning Materials. *DevLearn Conference, Las Vegas, NV*.
- Link, S. & Link, J. (2015). Out of the Abyss: Navigating Autism Spectrum Disorder. *Idaho Council for Exceptional Children Conference*.

Courses Taught & Developed

Leadership and Organizational Effectiveness Courses

- **Leadership Theory (XLSU 9000):** Explored leadership styles and their application in driving organizational success.
- **Organizational Change:** Provided strategies for managing and implementing effective change initiatives.
- **Leadership and Organizational Behavior:** Examined the impact of leadership on group dynamics and collaboration.
- **Servant Leadership (XLSU 9004):** Focused on empowering teams and fostering purpose-driven environments.

Strategic and Resource Management

- **Organizational Resource Management (MBA 644):** Optimized resources to meet organizational goals efficiently.
- **Operations Management:** Covered process improvements to enhance organizational efficiency.

- **Analytics-Driven Project Management:** Applied data-driven techniques for effective project planning and execution.

Ethics and Coaching

- **Leadership and Ethics:** Emphasized ethical decision-making and organizational accountability.
- **Leadership and Coaching:** Focused on talent development and leadership potential.

Personal and Global Perspectives

- **Personal Leadership Development:** Enhanced self-awareness and leadership capabilities.
- **Global Leadership:** Addressed strategies for managing diverse and globally distributed teams.

Instructional Design and Specialized Training

- **Introduction to Instructional Design (XLSU 9023):** Developed foundational skills in designing impactful learning solutions.
- **Instructional Design in Corporate Environments (XLSU 9024):** Focused on applying instructional design principles to meet corporate training needs.
- **Instructional Design Technologies (XLSU 9025):** Explored tools and platforms for creating engaging and effective learning solutions.
- **Curriculum Development from End-to-End (XLSU 9027):** Designed comprehensive curricula aligned with organizational goals.
- **Gamification & Instructional Design (XLSU 9028):** Leveraged gamification to enhance learner engagement.

Online Teaching and Facilitation Certificate Program

- **Introduction to Online Teaching and e-Course Facilitation:** Mastered strategies for effective, engaged online teaching.
- **Online Curriculum Theory and Delivery Models:** Applied ADDIE and adult learning theory to develop and evaluate online curriculum.
- **Practical & Engaging Multi-Media Technologies:** Leveraged LMS platforms and multimedia tools to enhance learner interaction.
- **Practicum in Online Teaching & Course Facilitation:** Designed a capstone project integrating skills to create impactful online learning experiences.

Healthcare-Related Courses

- **Disney Leadership Strategies for Nurses:** Designed and delivered a Quality Matters-certified course focusing on leadership principles tailored to healthcare professionals.
- **Educational Technology in General & Special Education:** Created eLearning solutions to improve instructional strategies for diverse learners.
- Designed and developed two comprehensive learning journeys for healthcare workers, aligning training with organizational goals and patient care outcomes.
- Designed and developed eLearning content on **Value-Based Care**, enhancing understanding of modern healthcare strategies.

Specialized Topics

- **Women's Leadership Skills in the Workplace (LEAD 8001):** Empowered women leaders through targeted skills development programs.

- **Executive Presence for Women Leaders (Accenture):** Delivered training focused on confidence, communication, and executive presence to prepare women for leadership roles.

Key Skills

- eLearning Development: Articulate Storyline, SCORM Standards, LMS Integration
- Healthcare Training Expertise: Value-based care, compliance topics
- Project Management: SharePoint, Jira – Will earn PMP upon hire.
- Leadership Development & Coaching: Facilitated training for healthcare administrators and executives
- Instructional Strategies: Flipped Classroom, ADDIE Process, Gagne's Nine Events

Technical Skills

- **Learning Management Systems:** Cornerstone LMS, Blackboard, Canvas, Moodle, Adobe Captivate
- **Content Development:** Adobe Creative Suite, Camtasia, Vyond, WellSaid Labs, Articulate 360
- **Analytics Tools:** Excel, Tableau Public, Power BI, ROI Evaluation, Learning Analytics
- **Facilitation Tools:** Mentimeter, Kahoot!, PowToon, Zoom

Certifications and Professional Development

- Quality Matters Professional Development
- Microlearning eBook Author and Webinar Presenter
- Experienced in Agile Development for Instructional Design
- Coaching Certificate from Coach U

Leadership and Learning Projects Overview

Project Title: Leadership and Learning Consulting

Client/Organization: Leadership via Design, Irvine, CA

Year: 2010 – 2022

Objective:

- Establish Leadership via Design as a leading consulting firm for corporate training and leadership development.
- Provide custom learning solutions, accredited certifications, and innovative leadership programs to top-tier organizations.

Solution:

Formation and Management:

- Founded Leadership via Design as a sole proprietorship.
- Designed and developed the company website to expand services and reach.

Roles and Responsibilities:

- Served as Lead Learning Consultant, Senior Leadership and Learning Consultant, and Director of Curriculum Development.
- Acted as Primary Online Instructor for accredited certification programs and leadership courses.

Program Design and Delivery:

- Designed corporate training programs and leadership development initiatives tailored to client needs.
- Created accredited learning solutions, including instructional design certifications and digital learning content.
- Focused on neurodiverse learners and women in leadership through specialized training.

Application of Expertise:

- Leveraged emotional intelligence, strategic leadership, and instructional design models.
- Delivered coaching sessions and workshops to promote leadership growth.

Outcome:

- Developed high-impact leadership programs that enhanced organizational efficiency and productivity.
- Certified over 30 instructional designers through accredited programs.
- Delivered custom learning solutions empowering clients to transform their organizations.
- Partnered with prominent organizations like Accenture, Etsy, and American Express.

Established Leadership via Design as a trusted name in leadership transformation and learning innovation.

Project Title: Certificate in Instructional Design Program

Client/Organization: Leadership via Design Courses, Irvine, CA

Year: 2014 - 2020

Objective:

- Design and implement a comprehensive Certificate in Instructional Design program accredited by Brandman University.
- Provide learners with a robust foundation in instructional design principles and techniques.

Solution:**Curriculum Development:**

- Created an accredited program covering core elements such as the ADDIE model, adult learning theories, and practical instructional design applications.
- Designed a balanced structure combining theoretical concepts with hands-on experience.

Instructional Leadership:

- Served as both the Instructional Designer and Instructor for the program.
- Facilitated project-based learning assignments to ensure participants gained practical, real-world experience.

Skills Development:

- Guided participants in developing, testing, and refining instructional design skills.
- Focused on enabling learners to create effective, impactful learning solutions.

Outcome:

- Certified numerous professionals in instructional design, equipping them to create high-quality learning experiences.
- Enhanced career advancement opportunities for graduates by aligning the program with Brandman University's academic standards.
- Recognized by graduates as a pivotal program for launching or enhancing careers in instructional design and e-learning.

Project Title: Leadership Development Program

Client/Organization: Humana's CenterWell PCO

Year: 2023

Objective:

- Equip Center Administrators and Providers with leadership skills to navigate challenges in a complex healthcare environment.
- Focus on competencies such as behavioral interviewing, personal leadership development, political savvy, and business acumen to enhance team dynamics and decision-making.

Solution:

- **Needs Analysis:**
 - Conducted a comprehensive assessment to identify key skill gaps and align program objectives with CenterWell's specific challenges.
- **Program Design:**
 - Developed a tailored Leadership Development Program using the ADDIE model to ensure a structured and effective approach.
 - Integrated blended learning approaches, including:
 - Live workshops for hands-on learning.
 - eLearning modules for flexibility and scalability.
 - Scenario-based activities for practical application.
 - Peer coaching to foster collaboration and shared insights.
- **Curriculum Focus:**
 - Embedded key topics such as behavioral interviewing, personal leadership growth, political awareness, and strategic business acumen.
 - Emphasized experiential learning, enabling participants to apply concepts directly to workplace challenges.

Outcome:

- **Enhanced Leadership Skills:**
 - Feedback surveys indicated a 30% improvement in participants' confidence in behavioral interviewing and strategic decision-making.
- **Improved Team Efficiency:**
 - Achieved a 20% boost in team efficiency through faster decision-making and better staff alignment with organizational goals.
- **Cost Savings and Satisfaction:**
 - Reduced reliance on external consultants for hiring, leading to cost savings.
 - Increased leader satisfaction scores based on internal metrics, demonstrating the program's effectiveness.

Project Title: Leadership Program Development for Maple Leaf Leadership Academy

Client/Organization: Ferrazzi Greenlight, Hollywood, CA

Year: 2016

Objective:

- Develop participant materials for the Maple Leaf Leadership Academy that align with the leadership philosophy of Keith Ferrazzi's books.
- Foster skills in generosity, candor, intimacy, and accountability to enhance leadership effectiveness.

Solution:

- **Instructional Design:**
 - Created participant materials grounded in the SCARF (Status, Certainty, Autonomy, Relatedness, Fairness) model to maximize engagement and relevance.
 - Aligned content with core principles of generosity, candor, intimacy, and accountability, ensuring participants could directly apply these values in leadership scenarios.
- **Interactive Materials:**
 - Designed engaging, real-world leadership scenarios to help participants internalize and practice these principles effectively.

Outcome:

- **Enhanced Leadership Training:**
 - The materials were successfully integrated into the Maple Leaf Leadership Academy, improving the quality and effectiveness of leadership training.
- **Participant Impact:**
 - The SCARF model encouraged greater self-awareness and empathetic leadership, fostering improved collaboration and emotional intelligence.
- **Cultural Transformation:**
 - Promoted a leadership culture valuing open communication, accountability, and stronger interpersonal dynamics within teams.

Project Title: Women's Leadership Program

Client/Organization: Accenture

Year: 2015 – 2016

Objective:

- Develop a Women's Leadership Program for 3,000 women across diverse regions.
- Empower women leaders with key skills in coaching, change management, negotiation, and effective communication.

Solution:

- Collaborated with an international team to design a comprehensive curriculum tailored to the unique challenges faced by women in leadership roles.
- Integrated critical leadership attributes such as coaching, change management, influence, and negotiation into the program content.
- Created opportunities for peer networking and mentorship to build a strong support network among participants.

Outcome:

- **Improved Leadership Confidence:**
 - Post-training surveys revealed that 85% of participants felt more confident in their leadership abilities.
- **Enhanced Skills Application:**
 - Participants reported increased use of effective communication and negotiation strategies in their roles.
- **Empowered Network:**
 - The program fostered a culture of empowerment and growth, building a supportive network of women leaders.
- **Organizational Impact:**
 - Boosted engagement scores and received overwhelmingly positive feedback from attendees, solidifying Accenture's commitment to leadership diversity and inclusion.

Project Title: Online Leadership Development Course for Nurses

Client/Organization: Galen College of Nursing

Year: 2014

Objective:

- Develop an engaging online leadership course to equip future nurses with essential leadership skills tailored for healthcare settings.
- Incorporate proven leadership methodologies, including Disney's Great Leader Strategies, to enhance the nursing curriculum and prepare students to lead teams effectively.

Solution:

- Designed and developed "LDR 440: Disney Leadership Strategies for Nurses", aligning the course with industry standards and Quality Matters criteria for quality assurance.
- Integrated Disney's Great Leader Strategies into the curriculum to provide a robust framework for effective leadership.
- Collaborated with Lee Cockerell, former Executive Vice President of Walt Disney World Resort, by conducting interviews to gain insights for leadership training videos.
- Created interactive modules, assessments, and resources using the Canvas Learning Management System (LMS).
- Developed various course assets, recorded voiceovers, and piloted the course to refine content based on participant feedback.

Outcome:

- **Improved Leadership Confidence:**
 - Post-course surveys showed a 35% increase in students' confidence in their leadership abilities. Hundreds of aspiring nurses took this training.
- **Unique Learning Experience:**
 - The course offered a distinctive approach to leadership training, combining Disney's principles with the healthcare context, which resonated with both students and faculty.
- **High-Quality Standards:**
 - Alignment with Quality Matters criteria ensured a well-structured and impactful course that effectively supported nursing students' professional growth.
- **Practical Impact:**
 - Students gained actionable leadership strategies, enhancing their readiness to manage teams and responsibilities in the fast-paced healthcare environment.

Project Title: Cohort-Based Leadership Development Program
Client/Organization: Washington Public Employees Credit Union (WPCU)
Year: 2013

Objective:

- Develop a leadership development program tailored to WPCU's workforce to enhance leadership skills and prepare employees for management roles.
- Deliver a blended learning experience that combines practical leadership concepts with real-world application in the financial services sector.

Solution:

- Partnered with WPCU leadership to design a cohort-based blended learning program that incorporated:
 - In-Person Training: Interactive sessions fostering engagement and peer collaboration.
 - Online Learning Modules: Delivered through Blackboard LMS, offering flexibility and accessibility.
 - Virtual Coaching: Conducted via Adobe Connect to provide personalized support and reinforce learning outcomes.
- Integrated topics such as team dynamics, effective communication, and strategic decision-making, ensuring relevance to the credit union's operational needs.
- Designed the program to build a sense of community among participants, encouraging collaboration and mutual support.

Outcome:

- **Enhanced Leadership Capabilities:**
 - Participants demonstrated increased confidence and competency in their leadership roles, contributing to stronger team performance.
- **Improved Workplace Dynamics:**
 - Management reported heightened employee engagement and productivity as a direct result of the program.
- **Participant Satisfaction:**
 - 90% of participants highlighted the cohort-based model as instrumental in fostering a collaborative learning environment.
- **Organizational Growth:**
 - The program strengthened WPCU's leadership pipeline, preparing employees to meet future challenges and drive organizational success.

Project Title: Onboarding and Training Program for Inflammation and Immunology Division
Client/Organization: Celgene Pharmaceutical, Summit, NJ
Year: 2011 – 2012

Objective:

- Develop a comprehensive onboarding and training program tailored for upper-level management and research scientists within Celgene's Inflammation and Immunology division.
- Align the program with corporate standards to enhance employee skills and ensure a seamless integration into the organization.

Solution:

- Designed and implemented a blended learning onboarding program, which included:
 - Online Training Curriculum: Tailored to the specific needs of the division.
 - Instructor-Led Learning (ILL): Interactive sessions to foster engagement and retention.
- Collaborated with Celgene's Swiss Human Resources team to assess training needs and guide content creation using The Oz Principle framework.
- Developed supporting materials, including:
 - Handouts and Guides: To supplement training and provide practical tools for participants.
 - Evaluation Standards Document: A detailed 30-page guide ensuring consistency and quality in training materials for instructional designers.

Outcome:

- The program received positive feedback from upper management, who praised its alignment with Celgene's vision and goals.
- Enhanced onboarding experiences for new research scientists, contributing to:
 - Increased employee engagement and understanding of Celgene's culture and values.
 - Improved performance and streamlined integration into the organization.
- The evaluation standards document ensured high-quality and consistent training practices, strengthening the organization's commitment to professional development.

Project Title: Navigating Columbia University for Managers and Supervisors**Client/Organization:** Columbia University of New York City**Year:** 2011**Objective:**

- Develop and deliver a two-day workshop to equip newly promoted managers and supervisors with the skills needed to succeed in their roles.
- Provide comprehensive training on HR processes, leadership expectations, and team management best practices tailored to Columbia University's unique environment.

Solution:

- Collaborated with the learning and development team to co-design the two-day workshop, which incorporated:
 - A 126-page Human Resources Participant Guide to support learning objectives.
 - Blended Learning Materials: Combining instructor-led training with self-paced modules for an interactive experience.
 - Practical Case Studies and Resources: Tailored to real-world challenges faced by Columbia University managers.
- Conducted needs analyses with Subject Matter Experts (SMEs) and Human Resources Client Managers to ensure the program addressed specific organizational challenges.
- Co-developed a 126-page Participant Guide, structured to guide managers through critical HR processes and leadership scenarios.

Outcome:

- The program successfully prepared new managers and supervisors to navigate their roles with confidence, leading teams effectively and understanding HR protocols.
- Training materials were praised for their clarity and practicality, empowering participants to apply their learning immediately.
- Participants reported increased confidence in decision-making, team leadership, and applying Columbia University's HR practices.
- The program established a foundation for consistent leadership development across the organization.

Project Title: Human Resources Leadership and Strategic Planning**Client/Organization:** West Valley Public School District, Spokane, WA**Year:** 2000 – 2003**Objective:**

To oversee Human Resources functions for approximately 500 employees while supporting C-Level administrators and ensuring compliance, onboarding, and professional development across the district.

Solution:

- Designed and implemented onboarding training programs to ensure seamless transitions for all new hires.
- Partnered with C-Level administrators to facilitate key HR functions, including compliance and Title IX reporting.
- Conducted data-driven employee assessments to identify strengths and areas for growth, using results to design targeted professional development initiatives.
- Served as part of a three-member District Administrative Collective Bargaining Team, leading negotiations with union representatives.
- Contributed to district-wide strategic goals as a member of the Strategic Planning Committee, aligning HR initiatives with long-term objectives.

Outcome:

- The onboarding program improved new hire retention and engagement, leading to a more effective and cohesive workforce.
- Professional development programs, informed by employee assessments, enhanced staff performance and addressed specific needs.
- Collective bargaining negotiations resulted in balanced agreements, fostering a positive and collaborative work culture.
- Strategic planning efforts ensured that HR initiatives supported the district's broader goals, driving continuous growth and organizational development.

Case Study Sample - Enhancing Organizational Effectiveness Through Training in a Healthcare Environment – Example Only

Background

A large regional healthcare system, **HealthyPath Care**, serves a diverse population with a wide range of medical needs. The organization employs over 2,000 staff members, including physicians, nurses, administrative staff, and support personnel. Despite its reputation for quality care, HealthyPath faced challenges in ensuring consistent performance across departments, particularly in adapting to new healthcare technologies and meeting patient satisfaction metrics.

In response to declining staff engagement and inconsistent patient feedback, the leadership team initiated a program to improve organizational effectiveness through targeted training and development efforts. This initiative aimed to:

- Enhance staff competency with healthcare technology.
- Standardize patient care practices.
- Improve communication and collaboration among interdisciplinary teams.

SWOT Analysis

Strengths

1. **Clear Organizational Goals:**
 - Focused objectives to improve EHR adoption, patient care standardization, and team collaboration.
2. **Tailored Training Programs:**
 - Role-specific EHR training modules ensure relevance and applicability for diverse staff roles.
 - Workshops and SOP development directly address care variability.
3. **Robust Coaching Framework:**
 - One-on-one, group, and peer coaching approaches foster personalized and collaborative learning.
4. **Supportive Leadership:**
 - Commitment from senior leadership ensures resources and support for training initiatives.
5. **Blended Learning Approach:**
 - Combines e-learning, live demonstrations, and hands-on practice for effective knowledge transfer.

Weaknesses

1. **Initial Resistance to Change:**
 - Staff may resist new processes, particularly with technology adoption and standardized protocols.
2. **Time Constraints:**
 - Busy healthcare schedules may limit staff availability for training and coaching sessions.
3. **Resource Dependency:**
 - Heavy reliance on superusers and external coaches for program success.
4. **Measurement Challenges:**
 - Ensuring accurate and timely collection of metrics to evaluate program impact.

Opportunities

1. **Improved Patient Outcomes:**
 - Standardized care practices and better communication can lead to higher patient satisfaction and reduced errors.
2. **Technology Advancements:**
 - Leveraging EHR systems effectively positions the organization as a leader in healthcare innovation.

3. **Increased Staff Engagement:**
 - Focus on professional development boosts morale and reduces burnout.
4. **Interdepartmental Collaboration:**
 - Enhanced teamwork strengthens organizational culture and operational efficiency.
5. **Reputation Enhancement:**
 - Successful training programs and improved patient care bolster the organization's standing in the community.

Threats

1. **Staff Turnover:**
 - High turnover rates in healthcare can disrupt training continuity and retention of knowledge.
2. **Budget Constraints:**
 - Financial limitations may impact the ability to sustain or expand training programs.
3. **External Regulatory Changes:**
 - New regulations may necessitate additional training or adjustments to existing protocols.
4. **Technological Challenges:**
 - Updates or changes in EHR systems may require ongoing retraining and adaptation.
5. **Competing Priorities:**
 - Operational demands, such as handling patient loads, may overshadow training efforts.

Summary of Recommendations Based on SWOT Analysis

- **Leverage Strengths:**
 - Build on leadership support and tailored training frameworks to drive program success.
- **Address Weaknesses:**
 - Introduce flexible training schedules and provide incentives to encourage participation.
 - Enhance data collection methods for better impact measurement.
- **Capitalize on Opportunities:**
 - Highlight patient care improvements and staff engagement gains in internal and external communications.
 - Explore partnerships with technology providers for ongoing EHR enhancements.
- **Mitigate Threats:**
 - Develop retention strategies to reduce staff turnover.
 - Secure long-term funding by demonstrating ROI to stakeholders and leadership.

GAP Analysis: Enhancing Organizational Effectiveness Through Training in Healthcare

To identify gaps between the current state of organizational performance and the desired outcomes, and to develop actionable strategies to bridge these gaps.

Current State

1. **Technology Adoption:**
 - Low adoption rates for the new Electronic Health Records (EHR) system.
 - Staff citing inadequate training and user-friendliness issues.
2. **Patient Care:**
 - Inconsistent practices across departments.
 - Patient satisfaction scores below industry benchmarks.
3. **Team Collaboration:**
 - Ineffective communication during interdisciplinary handoffs.
 - Errors and delays in patient transitions.
4. **Staff Engagement:**

- High levels of stress and burnout.
- Decreased employee satisfaction and retention.

Desired State

1. **Technology Adoption:**
 - 90% staff proficiency with EHR system.
 - Reduced errors and faster documentation processes.
2. **Patient Care:**
 - Standardized practices leading to uniform patient experiences.
 - Patient satisfaction scores 15% higher than current levels.
3. **Team Collaboration:**
 - Seamless communication during handoffs with minimal errors.
 - Increased trust and efficiency among interdisciplinary teams.
4. **Staff Engagement:**
 - Reduced burnout and improved morale.
 - Higher retention rates and increased employee satisfaction.

Identified Gaps

Category	Current State	Desired State	Gap
Technology Adoption	60% proficiency; frequent errors in EHR usage	90% proficiency; reduced documentation errors	30% proficiency gap; need for targeted training
Patient Care	Variability in practices; inconsistent patient feedback	Standardized care; higher patient satisfaction	Lack of SOPs; insufficient adherence to best practices
Team Collaboration	Inefficient handoffs; poor interdisciplinary trust	Effective handoffs; strong team communication	Absence of structured handoff protocols
Staff Engagement	Low morale; high burnout	High morale; reduced burnout	Insufficient support and professional development

Strategies to Bridge the Gaps

1. Technology Adoption

- **Action Plan:**
 - Develop role-specific EHR training modules tailored to staff needs.
 - Provide hands-on practice sessions and access to "superuser" mentors.
 - Monitor proficiency through regular assessments and feedback loops.

2. Patient Care Standardization

- **Action Plan:**
 - Create and implement Standard Operating Procedures (SOPs) for all departments.
 - Conduct workshops to train staff on SOPs and measure adherence.
 - Use patient feedback surveys to evaluate improvements.

3. Team Collaboration

- **Action Plan:**
 - Introduce structured handoff protocols (e.g., SBAR framework).
 - Facilitate team-building exercises and communication workshops.
 - Monitor handoff efficiency and accuracy through periodic audits.

4. Staff Engagement

- **Action Plan:**

- Launch wellness programs and stress management workshops.
- Provide opportunities for professional development and career growth.
- Recognize and reward staff contributions to boost morale.

Metrics for Success

- **Technology Adoption:** EHR proficiency rates and error reduction.
- **Patient Care:** Improved patient satisfaction scores and adherence to SOPs.
- **Team Collaboration:** Reduced errors and delays during patient transitions.
- **Staff Engagement:** Increased employee satisfaction scores and retention rates.

Coaching Plan for Organization

Objective: Develop a training and coaching strategy to address the identified challenges and improve organizational effectiveness.

Step 1: Assess Needs

- Conduct a needs analysis through:
 - Surveys and interviews with staff to understand pain points.
 - Review of patient satisfaction scores and performance metrics.
 - Observation of team workflows and patient interactions.
- Identify key skills and knowledge gaps, focusing on:
 - EHR proficiency.
 - Standardizing patient care protocols.
 - Team communication and collaboration.

Step 2: Design Training Programs

1. **Technology Training:**
 - Develop role-specific EHR training modules (e.g., for physicians, nurses, and administrative staff).
 - Use blended learning approaches combining e-learning, live demonstrations, and hands-on practice.
 - Provide ongoing support with "superuser" staff trained to assist peers.
2. **Patient Care Standardization:**
 - Collaborate with clinical leaders to define best practices and standard operating procedures (SOPs).
 - Conduct workshops focused on implementing these SOPs and measuring adherence.
3. **Interdisciplinary Team Collaboration:**
 - Facilitate communication workshops using case studies and role-playing scenarios.
 - Introduce tools like structured handoff protocols (e.g., *SBAR - Situation, Background, Assessment, Recommendation*).

Step 3: Implement Coaching

- **One-on-One Coaching:**
 - Assign department leads or external coaches to work with staff on personalized development plans.
 - Focus on addressing individual challenges, such as EHR usage or patient interaction skills.
- **Group Coaching:**
 - Conduct interdisciplinary team coaching sessions to improve collaboration.
 - Use real-life patient cases to practice problem-solving and communication.
- **Peer Coaching:**
 - Create peer learning groups to share best practices and support ongoing development.

Step 4: Measure Impact

1. **Key Performance Indicators (KPIs):**
 - EHR adoption rates and error reduction.
 - Patient satisfaction scores.
 - Interdisciplinary team efficiency (e.g., reduced delays or errors during handoffs).
2. **Feedback Mechanisms:**
 - Post-training surveys to gauge participant satisfaction.
 - Regular check-ins with staff to identify ongoing challenges.
3. **Continuous Improvement:**
 - Use data insights to refine training content and coaching methods.
 - Celebrate successes to build momentum and maintain engagement.

Results

After six months of implementing the training and coaching plan, HealthyPath Care achieved significant improvements:

- **EHR Adoption:** Increased proficiency rates from 60% to 90%, with reduced errors in record-keeping.
- **Patient Satisfaction:** Scores rose by 15%, with notable improvements in communication and care consistency.
- **Team Collaboration:** Staff reported higher confidence in handoffs, with a 25% reduction in reported errors.
- **Engagement and Morale:** Surveys showed a 20% increase in employee engagement and reduced burnout.

Conclusion

Through targeted training and coaching, HealthyPath Care successfully addressed its organizational challenges, improving both staff performance and patient outcomes. This case demonstrates the power of investing in training and development to enhance overall organizational effectiveness in a healthcare setting.

Actionable Takeaways

- **Tailor training programs** to address specific staff needs and organizational goals.
- **Use a blended approach** combining technology, hands-on practice, and peer learning.
- **Measure outcomes** continuously to ensure the effectiveness of training initiatives.
- **Foster collaboration** by promoting communication tools and interdisciplinary coaching.

Sample SBAR for Training Program Design

Situation

- **Goal:** Improve organizational effectiveness through enhanced training programs focusing on EHR adoption, patient care standardization, and interdisciplinary collaboration.
- **Current Challenges:**
 - Low proficiency with EHR systems among staff.
 - Inconsistent patient care practices due to a lack of standardized procedures.
 - Communication gaps between interdisciplinary teams affecting patient outcomes.

Background

- **EHR Adoption:**
 - The organization recently implemented a new EHR system, but training has been insufficient for all roles (physicians, nurses, and administrative staff).
 - This has resulted in inefficiencies and documentation errors.
- **Patient Care:**
 - Variability in care practices across departments impacts patient satisfaction and adherence to clinical guidelines.
- **Team Collaboration:**
 - Ineffective communication during handoffs leads to errors and delays in patient care.
 - There is a need for structured protocols to enhance team collaboration.

Assessment

- Current training programs lack customization for specific roles, leading to inconsistent adoption of the EHR system.
- There is a gap in knowledge and adherence to best practices for patient care.
- Teams require improved communication skills and structured tools to facilitate effective interdisciplinary collaboration.

Recommendation

1. **Technology Training:**
 - Develop role-specific EHR training modules tailored to the needs of physicians, nurses, and administrative staff.
 - Use a blended learning approach with e-learning, live demonstrations, and hands-on practice.
 - Implement a "superuser" support model where trained staff can assist peers.
2. **Patient Care Standardization:**
 - Collaborate with clinical leaders to create and implement Standard Operating Procedures (SOPs).
 - Conduct interactive workshops to train staff on these SOPs and monitor adherence with regular audits.
3. **Interdisciplinary Team Collaboration:**
 - Facilitate communication workshops using real-life case studies and role-playing scenarios.
 - Introduce structured tools like the SBAR protocol to standardize communication during patient handoffs and interdisciplinary meetings.
 - Monitor the effectiveness of these tools through feedback and error tracking.

Professional Development and Coaching Plan for Senior Leaders

Objective

To develop a senior leader's ability to drive organizational effectiveness through strategic training initiatives, fostering collaboration, and leveraging data for decision-making within a healthcare environment.

Assessment of Current State

Strengths:

- Demonstrates a strong commitment to organizational goals.
- Experienced in leading cross-functional teams.
- Understands the importance of technology adoption and patient care standardization.

Areas for Development:

- Enhancing skills in data-driven decision-making to evaluate ROI of training.
- Strengthening communication to align interdisciplinary teams.
- Building strategic approaches to employee engagement and retention.

Coaching Goals

1. **Strategic Oversight:**
 - Strengthen ability to design and oversee training programs aligned with organizational priorities.
2. **Data Utilization:**
 - Enhance proficiency in analyzing and presenting training ROI metrics to stakeholders.
3. **Leadership in Collaboration:**
 - Improve communication skills to foster teamwork and streamline interdisciplinary processes.
4. **Employee Engagement:**
 - Develop strategies to boost staff morale and retention through professional development and wellness initiatives.

Action Plan

1. Strategic Oversight

- **Activities:**
 - Attend a workshop on healthcare training program design.
 - Review case studies of successful healthcare training implementations.
 - Collaborate with the training team to refine program goals and delivery methods.
- **Coaching Session Topics:**
 - Aligning training initiatives with key organizational outcomes.
 - Techniques for measuring and communicating program impact.
- **Timeline:** 3 months.

2. Data Utilization

- **Activities:**
 - Complete an online course in data analytics tools (e.g., Tableau, Power BI).
 - Work with the analytics team to create dashboards tracking key metrics (e.g., EHR adoption rates, patient satisfaction scores).
 - Practice presenting data insights during leadership meetings.
- **Coaching Session Topics:**
 - Simplifying complex data for non-technical audiences.
 - Leveraging data insights for strategic decision-making.
- **Timeline:** 6 months.

3. Leadership in Collaboration

- **Activities:**
 - Host monthly interdisciplinary meetings to identify pain points in team collaboration.

- Implement a structured handoff protocol (e.g., SBAR framework).
- Participate in a leadership communication skills workshop.
- **Coaching Session Topics:**
 - Building trust and accountability among teams.
 - Facilitating effective conflict resolution.
- **Timeline:** 4 months.

4. Employee Engagement

- **Activities:**
 - Launch a staff recognition program tied to training milestones.
 - Develop and implement wellness initiatives to address burnout.
 - Conduct “stay interviews” with key staff to understand engagement drivers - schedule one-on-one conversations with your most important employees, asking them open-ended questions about what motivates them to stay with the company, what aspects of their job they find most fulfilling, and what could be improved to further enhance their engagement level.
- **Coaching Session Topics:**
 - Motivational leadership strategies.
 - Designing professional development plans for employees.
- **Timeline:** 6 months.

Key Performance Indicators (KPIs)

1. **Strategic Oversight:**
 - Percentage increase in training program completion rates.
 - Improved alignment of training goals with organizational objectives (measured through feedback).
2. **Data Utilization:**
 - Number of data-driven decisions implemented.
 - Quality of stakeholder presentations (measured through leadership feedback).
3. **Leadership in Collaboration:**
 - Reduction in errors and delays during patient handoffs.
 - Improved interdisciplinary team satisfaction scores.
4. **Employee Engagement:**
 - Increase in employee retention rates.
 - Higher scores in staff satisfaction surveys.

Coaching Schedule

- **Weekly Sessions:** 1 hour each to review progress, address challenges, and refine strategies.
- **Quarterly Evaluations:** Assess progress against KPIs and adjust the plan as needed.
- **Ongoing Support:** Access to on-demand coaching for urgent issues or high-priority initiatives.

Expected Outcomes

- Enhanced ability to design and lead impactful training programs.
- Improved team collaboration and communication, leading to better patient outcomes.
- Stronger data-driven leadership, ensuring measurable ROI for training initiatives.
- Increased staff engagement and retention, supporting long-term organizational success.

Training Plan: Improving EHR Adoption in a Healthcare Organization

Objective

To increase staff proficiency and confidence in using the new Electronic Health Records (EHR) system, reduce documentation errors, and enhance overall efficiency in patient care.

Training Goals were first created by establishing SMART Goals

1. Achieve 90% EHR proficiency across all staff roles within six months.
2. Reduce documentation errors by 30% within the first quarter post-training.
3. Increase user satisfaction with the EHR system by 20% as measured by post-training surveys.

Target Audience

1. **Physicians and Nurses:**
 - Focus on patient charting, medical history documentation, and order entry.
2. **Administrative Staff:**
 - Emphasis on appointment scheduling, patient registration, and billing integration.
3. **Superusers and IT Support:**
 - Advanced training to provide on-the-ground support for other staff members.

Training Components

1. Pre-Training Assessment

- **Objective:** Gauge baseline proficiency and identify common challenges.
- **Activities:**
 - Distribute a digital survey to assess current comfort levels with the EHR.
 - Conduct role-specific evaluations to pinpoint knowledge gaps.

2. Training Modules

Module 1: Introduction to the EHR System

- **Topics Covered:**
 - Overview of system features and benefits.
 - Navigation basics and user interface.
- **Delivery Method:** Interactive video tutorials (accessible via LMS).
- **Duration:** 1 hour.

Module 2: Role-Specific Functionality

- **Topics Covered:**
 - Patient charting and documentation for clinicians.
 - Scheduling and billing for administrative staff.
 - Advanced troubleshooting for superusers.
- **Delivery Method:** In-person workshops with live demonstrations.
- **Duration:** 2 hours per role.

Module 3: Common Tasks and Best Practices

- **Topics Covered:**
 - Efficient data entry and error avoidance.
 - Workflow optimization tips for each department.
- **Delivery Method:** Hands-on practice sessions with simulated scenarios.

- **Duration:** 3 hours.

Module 4: Troubleshooting and Support

- **Topics Covered:**
 - Identifying and resolving common issues.
 - Accessing help resources (e.g., guides, superusers, IT support).
- **Delivery Method:** On-demand e-learning modules.
- **Duration:** 1 hour.

3. Post-Training Support

- **Superuser Network:**
 - Assign trained superusers to departments to provide real-time assistance.
- **Helpdesk Availability:**
 - Ensure IT support is on-call for critical issues during the first three months.
- **Knowledge Repository:**
 - Create an online library with FAQs, step-by-step guides, and recorded training sessions.

Training Schedule

Phase	Activity	Duration	Timeframe
Pre-Training	Assess baseline proficiency	1 week	Week 1
Training Launch	Deliver core modules	3 weeks	Weeks 2-4
Hands-On Practice	Simulated workflows	2 weeks	Weeks 5-6
Post-Training	Ongoing support and coaching	3 months	Weeks 7-18

Evaluation and Metrics

1. Immediate Feedback:

- Distribute post-training surveys to measure:
 - Satisfaction with training content and delivery.
 - Confidence in using the EHR system.

2. Performance Metrics:

- Compare pre- and post-training proficiency scores.
- Monitor error rates in EHR documentation monthly.

3. Long-Term Success:

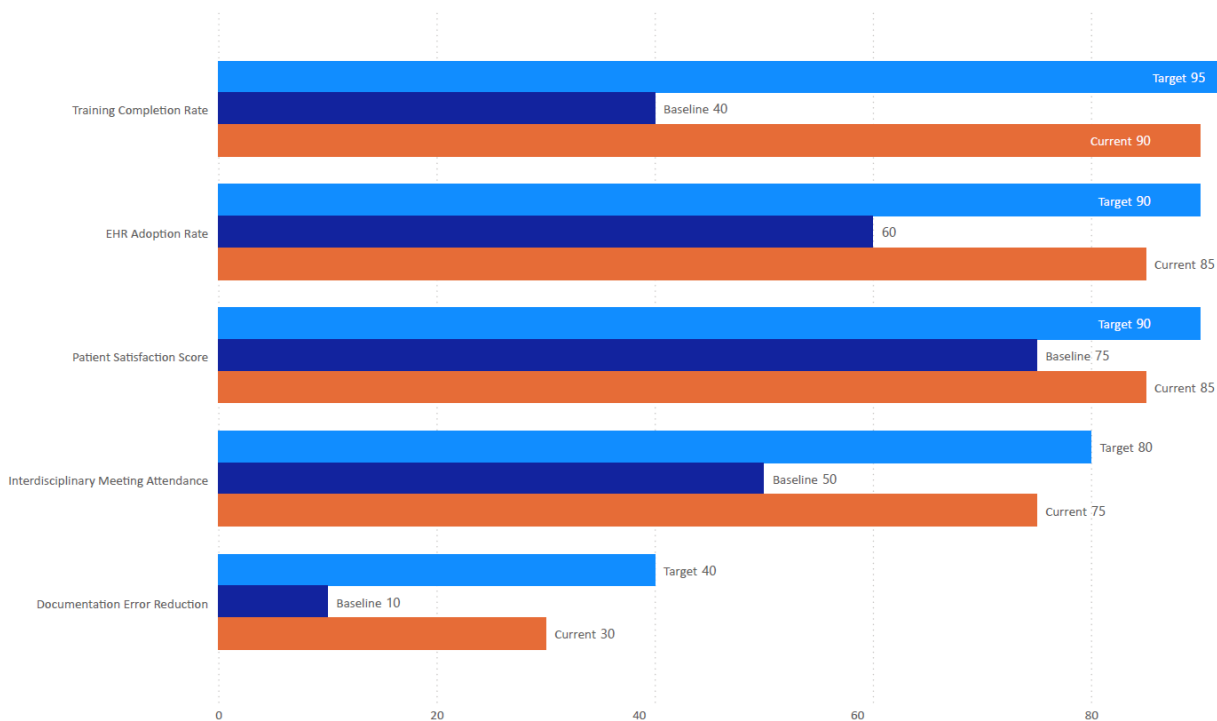
- Track time spent on EHR tasks before and after training.
- Evaluate improvements in patient care workflows (e.g., reduced wait times, faster record updates).

Expected Outcomes

1. Staff confidently and consistently using the EHR system.
2. Reduced administrative and clinical errors, improving overall patient care quality.
3. Enhanced efficiency and satisfaction among staff, fostering a smoother transition to the new technology.

Sample Healthcare Training Program Metrics Dashboard Using Mock Data in Power BI

Healthcare Training Metrics Dashboard



Detailed Project Examples

Project 1: Leadership Academy for Healthcare Leaders (Humana's CenterWell Primary Healthcare Organization)

- **Overview:** Designed a Leadership Academy to enhance the skills of healthcare leaders and area directors.
- **Approach:** Developed 10 clinical presentations and eLearning modules focusing on emotional intelligence, strategic leadership, and continuous improvement.
- **Impact:** Contributed to leadership effectiveness and cost savings by delivering training internally.
- **Visuals:** See below



Abstract

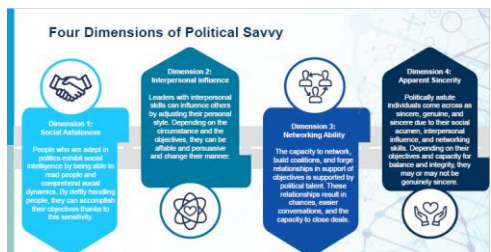
As a leader, developing positive political savvy is essential to influencing change, building a culture of CARE that puts Health First and winning the trust and support of your team and colleagues.

This practical session focuses on the advantageous features of organizational politics and offers methods for leading up, down, and across with an emphasis on how to work within our cultural framework.

Leaders will leave the session with strategies to apply their learning to their day-to-day work.

As a result of this training, leaders should be able to...

1. Understand why being a political savvy leader is a key leadership skill
2. Gain strategies to become more politically savvy to build support for their ideas and projects
3. Learn how to prepare a stakeholder analysis and increase their network for inter-team collaboration
4. Analyze ineffective behaviors and routines
5. Apply practical takeaways to use from this session



Sample Workshop Agenda
Political Savvy for Leaders: Workshop Agenda

Date: [Insert Date]

Time: 9:00 AM – 4:00 PM

Location: [Insert Location]

Facilitator: [Insert Name]

9:00 AM – 9:15 AM

Welcome and Introductions

- Opening remarks and introduction to the workshop.
- Participant introductions and expectations setting.

9:15 AM – 10:00 AM

Module 1: Understanding Political Savvy

- Definition and significance of political savvy in leadership.
- Discussion on the positive and negative aspects of organizational politics.

10:00 AM – 10:45 AM

Module 2: Self-Awareness and Emotional Intelligence

- Exploring the role of emotional intelligence in political awareness.
- Self-assessment exercise: Recognizing your own biases and behaviors in political environments.

10:45 AM – 11:00 AM

Break

11:00 AM – 12:00 PM

Module 3: Mapping the Political Landscape

- Identifying key stakeholders, power centers, and influencers within your organization.
- Techniques for analyzing the informal power dynamics that influence decision-making.

12:00 PM – 1:00 PM

Lunch Break

1:00 PM – 1:45 PM

Module 4: Building Strategic Alliances

- The importance of alliances and networks in achieving organizational goals.
- Tips on nurturing authentic relationships with influential stakeholders.

1:45 PM – 2:30 PM

Module 5: Influence and Persuasion

- Techniques for influencing without authority.
- Understanding different communication styles and how to tailor your message for impact.

2:30 PM – 2:45 PM

Break

2:45 PM – 3:30 PM

Module 6: Navigating Organizational Change with Political Savvy

- How to handle resistance and align others during times of change.
- Case study: Examples of successful politically savvy leadership during change initiatives.

3:30 PM – 4:00 PM

Module 7: Ethical Considerations in Political Savvy

- Balancing organizational politics with integrity and ethics.
- Group discussion: Maintaining authenticity in politically complex environments.

4:00 PM – 4:30 PM

Wrap-Up and Next Steps

- Summary of key takeaways from the workshop.
- Developing a personal action plan for applying political savvy in your leadership role.
- Q&A session and closing remarks.

Materials Needed:

- Handouts on mapping organizational power structures.
- Self-assessment forms for emotional intelligence.
- Case study printouts.

Note:

This workshop is designed to be interactive, with exercises and discussions to help participants apply what they learn to real-life situations. Encourage participants to share their experiences and ask questions throughout the day to create a supportive learning environment.

Project 2: Original Medicare and You

Overview:

The "Original Medicare and You" initiative aimed to educate 1,200 healthcare employees on the intricacies of Original Medicare, ensuring they could effectively assist patients and stakeholders in navigating the Medicare system.

Approach:

Course Development: Created an interactive course using Articulate Rise, designed to break down complex Medicare topics into easily digestible, engaging learning modules. The course included multimedia elements such as videos, infographics, and interactive quizzes.

Facilitation of Training: Conducted virtual training sessions to deliver content to employees across multiple locations. These live sessions provided opportunities for real-time Q&A, ensuring that all participants could clarify their understanding and raise practical questions relevant to their roles.

Impact:

Cost Efficiency: By transitioning from in-person training to an online format, the company saved thousands of dollars in logistics and facilitator costs.

Wider Reach: Reached a broader audience through virtual training, effectively training 1,200 employees without the constraints of physical space and travel limitations.

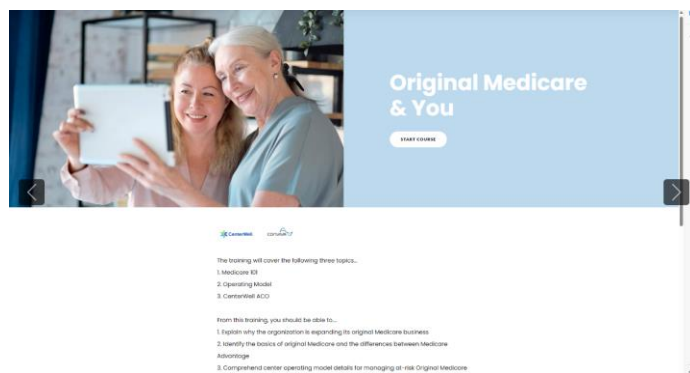
Increased Understanding: Employee feedback indicated a substantial increase in confidence when discussing Medicare topics with patients. The training scored an average satisfaction rating of 4.8 out of 5, showing high engagement and a positive impact.

Visuals:

Course Screenshot: Image of the Rise course interface showcasing an interactive section explaining Medicare eligibility.

Cost Savings Graph: A graph comparing cost breakdowns of traditional vs. virtual training methods.

Participant Feedback: Quote from an employee expressing improved confidence in handling Medicare queries after completing the course.



Project 3: Leadership Development & Coaching

Course Description

This course offers learners a comprehensive, relevant perspective on leadership and coaching leaders. While the course provides grounding in important concepts, it also stresses application to professional and community settings. Learners have an opportunity to practice in groups. Learners analyze concepts such as leading as an interactive process, leading with innovation and creativity, escaping from embedded practices, and embracing new leadership principles. This course provides learners with a contemporary study of leadership and developing leadership in others.

Course Learning Outcomes

1. The learner will develop an understanding of the purposes and types of leadership in organizations.
2. The learner will develop strategies for building leadership capacity in organizations.
3. The learner will compare and contrast a variety of coaching and leadership development approaches.
4. The learner will gain skills in developing leadership in others through coaching skills.

Visit: <https://sites.google.com/view/coaching-and-leadership/home/unit-1-introduction-to-leadership-coaching>

Sample syllabus

Course Outline and Module Breakdown:

Module 1: Introduction to Leadership Development and Coaching

- Topics Covered:
 - Overview of leadership in organizational contexts
 - Types of leadership (transformational, servant, transactional)
 - Introduction to coaching principles and how they apply to leadership
- Learning Activities:
 - Group discussion on leadership styles observed in learners' workplaces
 - Short self-assessment: What type of leader are you?
- Assignment:
 - Write a reflection paper on personal leadership style and areas for growth

Module 2: Leadership as an Interactive Process

- Topics Covered:
 - Understanding leadership as a social and interactive process
 - The role of communication in effective leadership
 - Establishing trust and credibility as a leader
- Learning Activities:
 - Role-playing exercises to practice effective communication and feedback

- Case study analysis of interactive leadership styles
- **Assignment:**
 - **Analyze a real-world leader and evaluate their interactive leadership skills**

Module 3: Innovative and Creative Leadership

- **Topics Covered:**
 - Leading with creativity and innovation
 - Escaping from embedded practices and challenging the status quo
 - Building a culture of innovation in teams
- **Learning Activities:**
 - Brainstorming sessions to solve common organizational challenges creatively
 - Group discussion: How to foster an innovative culture
- **Assignment:**
 - Develop an innovation strategy for your team or organization

Module 4: Coaching for Leadership Development

- **Topics Covered:**
 - Understanding coaching vs. managing
 - Key coaching models and techniques (e.g., GROW model)
 - Active listening and powerful questioning
- **Learning Activities:**
 - Practice coaching sessions with peers
 - Watch and critique video examples of coaching sessions
- **Assignment:**
 - Develop a coaching plan for a potential leader in your workplace

Module 5: Building Leadership Capacity in Organizations

- **Topics Covered:**
 - Strategies for building leadership capacity at all organizational levels
 - Talent identification and succession planning
 - Empowerment and delegation as tools for developing leaders

- **Learning Activities:**
 - Group project: Creating a talent identification and succession plan
 - Discussion on the impact of delegation and empowerment on employee development
- **Assignment:**
 - Write a paper outlining a strategy for building leadership capacity within your organization

Module 6: Coaching Skills for Developing Leaders

- **Topics Covered:**
 - Skills for effective coaching: empathy, adaptability, and support
 - Addressing resistance and overcoming obstacles in coaching relationships
 - Providing constructive feedback for growth
- **Learning Activities:**
 - Practice giving and receiving constructive feedback
 - Role-play scenarios involving coaching difficult employees
- **Assignment:**
 - Develop a toolkit of coaching skills that can be used to develop emerging leaders

Module 7: Evaluating and Improving Leadership Effectiveness

- **Topics Covered:**
 - Measuring leadership effectiveness
 - Using feedback and evaluation to improve leadership capabilities
 - Identifying opportunities for continuous growth
- **Learning Activities:**
 - Peer evaluations of leadership coaching sessions
 - Discuss strategies for using 360-degree feedback for leadership growth
- **Assignment:**
 - Create a self-evaluation plan for your leadership development journey

Module 8: Final Project and Course Wrap-Up

- **Topics Covered:**
 - Summary of key leadership and coaching concepts learned
 - Application of concepts to real-life settings

- Leadership and coaching best practices
- **Learning Activities:**
 - Group reflection on key takeaways and personal growth throughout the course
- **Assignment:**
 - Final Project: Develop a leadership development action plan that includes strategies for applying coaching to build leadership capacity within an organization. Present your action plan to the class.

Required Texts and Materials:

- Selected readings on leadership theories and coaching models (provided by the instructor)
- Videos of leadership coaching scenarios

Assessment Overview:

- Reflection papers, group projects, and peer evaluations: 40%
- Coaching practice sessions and role-playing: 20%
- Final project (Leadership Development Action Plan): 40%

Additional Notes:

- Active participation in discussions and practice exercises is expected.
- Coaching sessions will be recorded for self-review and peer feedback purposes.

Project 3: Instructional Design Certification (Leadership via Design)

Overview:

Developed and launched an accredited Instructional Design Certification program to equip participants with foundational and advanced knowledge in instructional design. This certification program provided learners with the skills required to design effective learning experiences and ensure impactful learning outcomes in various sectors, including education, corporate, and healthcare.

Approach:

The program consisted of a comprehensive 4-course, eight-module model covering the entire instructional design process. The key components of the program included:

1. Instructional Design Principles: Introduction to instructional design models such as ADDIE, SAM, and Bloom's Taxonomy.
2. Learning Technologies: Practical training on the latest learning technologies and authoring tools, including Articulate Storyline, Adobe Captivate, and Learning Management Systems (LMS).
3. Gamification and Learner Engagement: Techniques for increasing learner engagement using gamification, storytelling, and multimedia.
4. Assessment and Evaluation Techniques: Designing formative and summative assessments, and using evaluation models like Kirkpatrick's Four Levels to measure the effectiveness of learning programs.

Throughout the program, participants engaged in hands-on practice, creating projects in collaboration with peers to simulate real-world instructional design scenarios.

Impact:

- Certified over 30 Instructional Designers: The program significantly enhanced participants' professional qualifications, providing them with the necessary skills and confidence to pursue or advance careers in instructional design.
- Career Prospects: Graduates went on to work with leading corporations, universities, and consulting firms, driving innovative learning initiatives.
- Program Accreditation: Accredited through Brandman University, providing added credibility and recognition for participants upon completion.

Sample Syllabus - Introduction to Instructional Design

1. Introduction to Instructional Design

Course Overview:

This course provides an overview of instructional design, focusing on the ADDIE model, instructional theories, and learning principles. Students will explore how to design learning experiences for different audiences and settings.

Week 1: Introduction to Instructional Design

- Overview of instructional design
- Key theories and principles (Behaviorism, Cognitivism, Constructivism)
- Introduction to the ADDIE model

Week 2: Analysis Phase

- Understanding learner needs
- Conducting audience analysis
- Defining learning objectives

Week 3: Design Phase

- Structuring content to meet learning goals
- Developing effective assessments
- Storyboarding and prototyping

Week 4: Development Phase

- Creating instructional materials
- Selecting and integrating multimedia
- Developing course content with instructional tools

Week 5: Implementation Phase

- Delivering content to the target audience
- Facilitator preparation and student support
- Testing and troubleshooting instructional materials

Week 6: Evaluation Phase

- Formative and summative evaluation
- Collecting feedback for improvement
- Applying Kirkpatrick's Four Levels of Evaluation

Week 7: Instructional Design Models

- Overview of Gagne's Nine Events of Instruction

- Introduction to Merrill's Principles of Instruction
- Comparing and contrasting design models

Week 8: Final Project & Wrap-Up

- Develop a mini learning module using the ADDIE model
- Presentation and peer feedback
- Course summary and reflection

Assignment: Develop a learning module using the ADDIE model, including analysis, design, and evaluation components.

Sample Syllabus Course Title: Foundations of Transformative Social Change
Saybrook University

Department of Transformative Social Change

Course Title: Foundations of Transformative Social Change

Course Code: TSC 500

Term: [Insert Term Here]

Instructor: [Your Name, PhD/PsyD]

Email: [Insert Email]

Office Hours: [Insert Hours]

Class Format: Online (Canvas LMS)

Course Description

This course explores the foundational principles of transformative social change, including theories, frameworks, and practices that empower individuals and communities to address systemic inequities. Students will engage with concepts such as peace studies, conflict resolution, advocacy, and the dynamics of cultural transformation. The course emphasizes critical reflection, collaborative dialogue, and the practical application of transformative change strategies.

Course Objectives

By the end of this course, students will:

1. Understand the historical and theoretical foundations of transformative social change.
2. Analyze systemic inequities and their impact on marginalized populations.
3. Develop strategies for conflict resolution and peacebuilding in diverse contexts.
4. Critically assess their own values, biases, and roles in driving social change.
5. Design a project or initiative that applies transformative change principles to a real-world issue.

Course Materials

Required Texts:

- Freire, P. (2000). *Pedagogy of the Oppressed*. Bloomsbury.
- hooks, b. (1994). *Teaching to Transgress: Education as the Practice of Freedom*. Routledge.

Supplemental Readings:

Articles and case studies will be provided in Canvas.

Course Schedule

Week	Topics & Readings	Activities	Assignments
1	Introduction to Transformative Social Change - Readings: Course syllabus, Freire, Ch. 1	Online discussion: "What does transformation mean to you?"	Reflection Journal #1 (due: Week 2)
2	Theories of Change: Structural vs. Cultural Approaches - Readings: hooks, Ch. 2	Small group analysis of case studies	Case Study Analysis #1 (due: Week 3)
3	Systems Thinking and Power Dynamics - Readings: Supplemental article on systemic inequities	Interactive systems mapping exercise	Reflection Journal #2 (due: Week 4)
4	Conflict Resolution and Mediation - Readings: Freire, Ch. 2; hooks, Ch. 4	Role-playing mediation scenarios	Mediation Plan (due: Week 5)
5	Advocacy and Activism - Readings: Supplemental readings on advocacy strategies	Create a mock advocacy campaign	Advocacy Campaign Plan (due: Week 6)
6	Designing Change: Capstone Project - No new readings	Work on capstone project	Submit Capstone Proposal (due: Week 7)
7	Capstone Presentations & Peer Feedback - No new readings	Peer feedback on capstone projects	Capstone Project Presentation (due: Week 8)
8	Reflection and Next Steps - Readings: Reflective article provided	Final reflection discussion	Final Reflection Paper (due: Week 8)

Assignments and Grading

- **Reflection Journals (20%)**: Bi-weekly journal entries reflecting on course materials and personal insights.
- **Case Study Analyses (20%)**: Two analyses of real-world scenarios, focusing on transformative strategies.
- **Mediation Plan (10%)**: A detailed plan for resolving a specific conflict.
- **Advocacy Campaign Plan (15%)**: A proposal for an advocacy initiative addressing a social issue.
- **Capstone Project (25%)**: A comprehensive project applying course concepts to a real-world issue.
- **Participation (10%)**: Active engagement in discussions and activities.

Course Policies

- **Attendance and Participation**: Students are expected to engage actively in weekly discussions and activities.
- **Assignment Submission**: Late assignments will incur a penalty of 10% per day unless prior arrangements are made.

- **Academic Integrity:** Plagiarism or cheating will result in disciplinary action per university policy.
- **Accessibility:** Students requiring accommodations should contact the Office of Disability Services.

Instructor's Commitment

I am committed to fostering a supportive and inclusive learning environment. I will provide timely feedback, maintain regular communication, and adapt the course as needed to ensure your success.

Leadership Frameworks and Theories Used

- Frameworks Implemented: List and describe frameworks or theories you frequently apply, such as:
 - Transformational Leadership
 - Emotional Intelligence
 - Change Management Models (e.g., Kotter's 8-Step Process)
- Application Examples: Briefly explain how you've integrated these models in your projects to inspire leadership growth.

Certifications and Educational Background

- Certifications:
 - Certified Leadership and Executive Coach (Coach U, 2009)
 - Human Subjects Qualitative Research Certification (CITI)

Key Skills and Competencies

Instructional Design: ADDIE, eLearning development, curriculum planning.

Leadership Coaching: One-on-one coaching, group facilitation, leadership frameworks.

Program Evaluation: Data-driven decision making, ROI analysis.

Learning Technology: Proficiency in authoring tools (Articulate Storyline, Captivate), LMS platforms (Canvas, Blackboard, Moodle).

Additional Samples



About this Project

In the fall of 2017, I designed and developed an eLearning to provide Spireon employees an engaging virtual learning experience about the newly-refreshed performance competencies, categories, and descriptions.

The visual aspect of the modules were designed with Spireon-branded colors, illustrations, custom shapes, and custom animated gifs.

Details

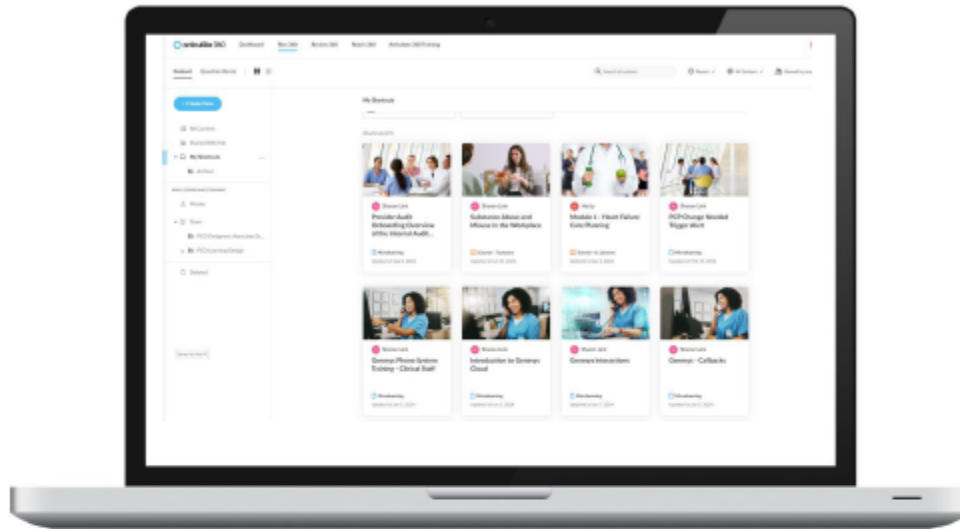
Type: Custom eLearning
 Client: Spireon
 Date: Fall 2017

Tools

- Articulate Storyline
- PowerPoint

Skills

- Instructional Design
- eLearning Development



About this Project

In the spring of 2024, I designed and developed a curricula of eLearning to provide Humana employees an engaging virtual learning experience about the Genesys phone system, as well as other clinical courses.

The visual aspect of the modules were designed with CenterWell-branded colors, illustrations, custom shapes, and custom animated gifs.

Details

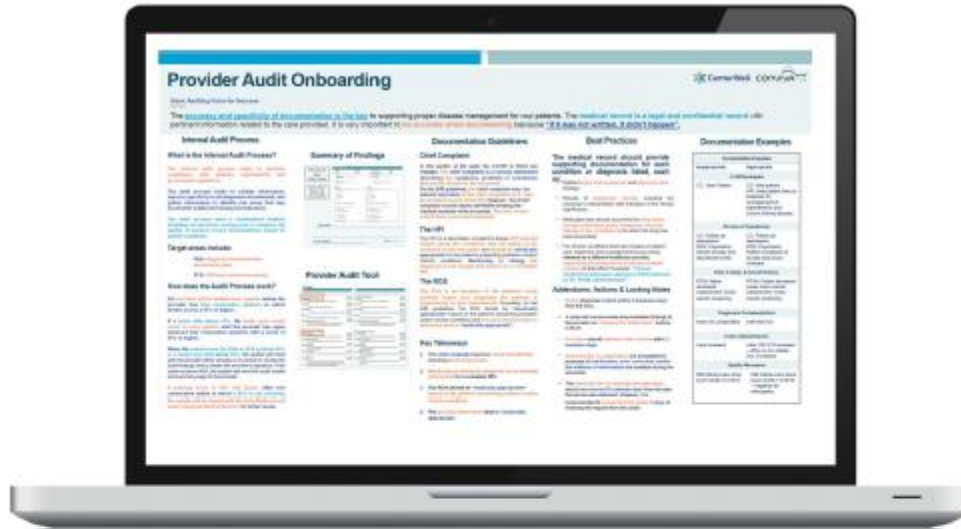
Type: Custom eLearning
 Client: Humana
 Date: Spring 2024

Tools

- Articulate Rise
- Articulate Storyline
- PowerPoint

Skills

- Instructional Design
- eLearning Development



About this Project

In the spring of 2024, I designed and developed several one-pagers to provide Humana employees an engaging virtual learning experience about the importance of Coding and Provider Audit Onboarding. The onboarding is part of the Onboarding Provider Learning Journey.

The visual aspect of the modules were designed with CenterWell-branded colors, illustrations, custom shapes, and custom animated gifs.

Details

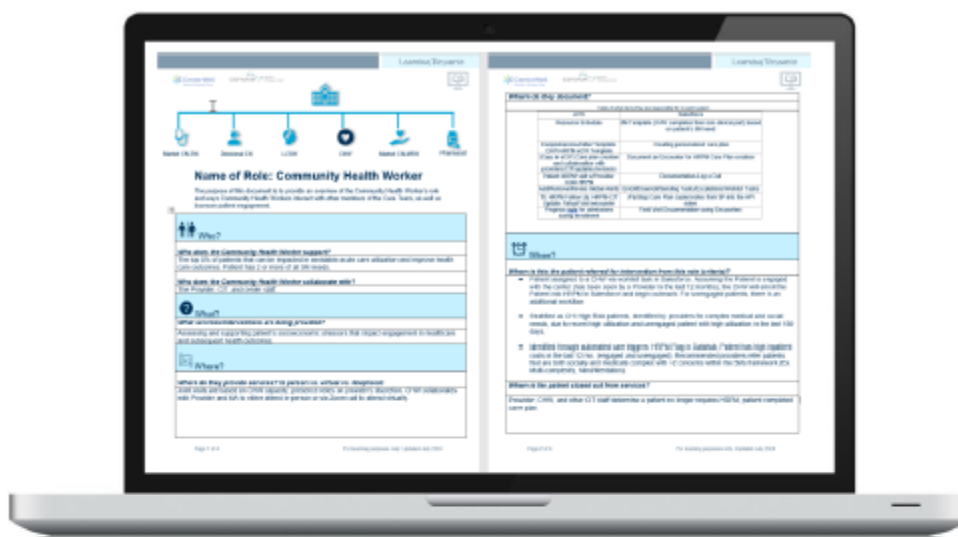
Type: Microlearning
Client: Humana
Date: Spring 2024

Tools

- PowerPoint
- Articulate Storyline

Skills

- Instructional Design
- Microlearning



About this Project

In the summer of 2024, I designed and developed 35 learning artifacts to provide Humana employees an engaging virtual learning experience for their Care Integration Training. This was a series of artifacts that included eLearning, one-pagers, and uniquely branded virtual led workshops.

The visual aspect of the modules were designed with CenterWell-branded colors, illustrations, custom shapes, and custom animated gifs.

Details

Type: CIT Curriculum
Client: Humana
Date: Summer 2024

Tools

- Articulate Rise
- Articulate Storyline
- PowerPoint

Skills

- Instructional Design
- eLearning Development
- Microlearning



About this Project

In the summer of 2024, I designed and developed 35 learning artifacts to provide Humana employees an engaging virtual learning experience for their Care Integration Training. This was a series of artifacts that included eLearning, one-pagers, and uniquely branded virtual led workshops.

The visual aspect of the modules were designed with CenterWell-branded colors, illustrations, custom shapes, and custom animated gifs.

Details

Type: CIT Curriculum
 Client: Humana
 Date: Summer 2024

Tools

- PowerPoint
- Zoom

Skills

- Instructional Design



About this Project

In the summer and fall of 2023, I designed and delivered virtual led training to 1200 Humana employees regarding Medicare changes, and voluntary and involuntary attribution. This was a series of artifacts that included eLearning, presentations, and uniquely branded virtual led workshops.

The visual aspect of the modules were designed with CenterWell-branded colors, illustrations, custom shapes, and custom animated gifs.

Details

Type: Original Medicare

Client: Humana

Date: Summer and Fall 2023

Tools

- Articulate Rise
- PowerPoint
- Zoom

Skills

- Instructional Design
- eLearning Development
- Virtual Facilitation

Testimonials and Client Feedback

Testimonials

- **Dr. Michael D. Amos, CPC, EC, Founder of Renovatio Group and Institute**
"Dr. Sharon Link is an authority in the field of instructional design. I was personally trained by her in a course she taught via her consulting firm Leadership via Design. Her program provided a solid foundation for how to apply the ADDIE model when designing eLearning. Best course I ever took! She possesses a wealth of knowledge and makes the learning process enjoyable. If you seek a high performing work culture, you have to hire the best. Dr. Link is the best."
- **Jennie Armon, Executive Producer & Music Supervision**
"Professor Link! I was blown away by Sharon's ability to tap into other parts of my brain that had become dormant. Each lesson was bite-sized and easy to grasp. Although it was a digital setting, I always felt very connected to her and able to approach her with questions. She was responsive, insightful, and inspiring."
- **Mark McCoy, Veteran | Project Management | Learning and Development**
"Sharon is a wonderful instructor. I loved taking her course in Instructional Design. She was one of the most engaging instructors I've had and truly inspired me to be more creative in my approaches. Her experience and enthusiasm left a lasting, positive impression."
- **Angela Garbiso, Organization and People Development - Sustainability**
"Sharon is an expert in the art of learning and in teaching instructional design to others. Her ability to create relevant and relatable training that drives long-term behavior change is unsurpassed. If the task is to create efficient and effective training, Sharon should be the first person called."
- **Chris Homko, Instructor Pilot Pilatus PC-24**
"Sharon is a very capable facilitator, well organized, and makes good use of classroom resources. She is an expert Curriculum Developer and has designed many collegiate adult learning courses. Sharon is also an avid entrepreneur and an advocate for autism. I would highly recommend her both as a class facilitator and a consultant."
- **Lee Cockerell, Executive Vice President, Walt Disney World Resort (Retired and Inspired)**
"I am happy to write a reference for Sharon Link-Wyer, Ph.D. I worked with Sharon on a major project to develop an online leadership, management, and customer service course for Galen College of Nursing. Sharon developed the content and teaching method for this course, which is very successful. Sharon is disciplined, professional, and a real pleasure to work with."

Online Portfolio

To see other artifacts such as Rise courses, workbooks, and other items, please visit
<https://www.leadershipviadesign.com/portfolio>