



Disney INTERNATIONAL PROGRAMS



CONVOCATORIA UNIVERSIDAD ANÁHUAC MAYAB para el Programa **ACADEMIC EXCHANGE PROGRAM** (enero-julio 2026) de **Disney International Programs**

REQUISITOS

- Ser estudiante regular de las siguientes carreras: Dirección de Empresas de Entretenimiento, Mercadotecnia Estratégica, Negocios Internacionales, Comunicación y Turismo Internacional.
- Ser estudiante regular de la Universidad Anáhuac Mayab.
- Tener promedio de 8.5, mínimo 30% avance créditos.
- Haber acreditado los 6 niveles de inglés en UAM acreditados (además y de manera sugerida tener una certificación de inglés como TOEIC/TOEFL/IELTS).
- Requisitos académicos específicos por carrera (revisar con el Asesor Académicos de Intercambio)
- No tener materias reprobadas.

*No hay excepciones en los requisitos.

PROCESO DE PRESELECCIÓN PARA LA MAYAB

1.- DOCUMENTOS A ENTREGAR:

****Todos los documentos deben estar en formato PDF y el nombre del archivo debe incluir tu nombre completo. Los documentos que no se entreguen en el formato indicado no serán tomados en cuenta, y la solicitud será cancelada.***

- Historial académico sin firma y sin sello (se solicita al CAA *no tiene costo).
- El certificado de haber acreditado los 6 niveles de inglés en UAM acreditados o el certificado de inglés (TOEFL, TOEIC, IELTS). (en caso de no tener un certificado oficial, puedes solicitar una constancia de nivel de inglés al CAA *tiene costo).
- CV y Carta de Motivos en inglés (ver documento anexo por los requisitos).
- Autorización de Intercambio de la Dirección de su Escuela (solicítalo a tu Asesor Académico).
- Pasaporte vigente hasta enero 2027 o cita de confirmación para renovarlo o solicitarlo.
- Video de presentación personal y de motivos de porque quieres participar en este programa (¡Sé creativo!).
 - Máximo 3 minutos.
 - Enviar liga de YouTube (únicamente se aceptarán de esta plataforma)
 - En idioma inglés.

FECHA LIMITE Y FORMA DE ENTREGA:

Toda la documentación deberá subirse directamente al siguiente link

Fecha máxima para subir los documentos **25 de julio antes de las 6:00 pm.**

[Convocatoria Disney AC2026 AQUÍ](#)

Ver Anexos:

- Disney Fact Sheet 2025
- CMU Academic Manual, Disney Learning Opport., Harvard Courses
- Formato CV y Carta AEP



ACADEMIC EXCHANGE PROGRAM

Through an exchange partnership with U.S. colleges and universities, the Academic Exchange Program enables you to take courses of study as you gain academic training at Walt Disney World® Resort. As part of this program, you will have the opportunity to learn directly from some of the most talented entertainment and guest service professionals in the industry. Participants will expand their education, network with experts, and make lifelong connections with people from around the world. For more information about this opportunity, please visit our website: <https://jobs.disneycareers.com/academic-exchange-program>

To participate in the Academic Exchange Program, you must be:

- Able to speak fluent English,
- At least 18 years of age at time of application submission,
- Currently enrolled and in an accredited standing school with a signed agreement with Central Michigan University,
- Engaged in appropriate course of study (i.e., tourism, hospitality, business, leisure studies, etc.)
- You must be an enrolled student in your local school by the spring semester of 2026.

Program Dates:

- Program Dates: **January 2026– June 2026. Official dates TBD.**

Disney Pay Rate:

- Pay rates start at **\$17.00 USD/Hour**,
- Minimum of 30 hours per week – maximum of 37.5 hours per week.

Available Roles:

- This document will be sent by email only to the students invited to the final interview.

CMU Program:

- Students go direct to Walt Disney World, Florida and are enrolled as full-time guest students of CMU,
- Earn 12 academic CMU credits in *International Practicum/Academic Training in Leisure Services (12 credits)*. *A supervised academic training experience at Walt Disney World that exposes students to on-the job training, international culture from around the world and academic practical learning opportunities provided by both CMU and Walt Disney World,*
- Supervised by CMU staff in Orlando.

CMU Academic Requirements:

- Complete bi-weekly CMU assignments (including papers, video seminars, reports, volunteer experiences, networking interviews, skills assessment and submit a work performance evaluation from a Disney Manager),
- Register and complete several Disney educational seminars and workshops,
- Harvard courses opportunities are available.

CMU program cost:

- **\$2580** USD for 6-month program (tuition fee) and a **\$40** (non-refundable) admission fee.

J1 Visa – Sponsored by Central Michigan University:

- US Gov't SEVIS Fee: **\$220** USD,
- US Gov't Visa Processing Fee: **\$160** USD.

Medical Insurance:

- Students are responsible to obtain mandatory medical insurance prior to traveling to the USA. Health Insurance – approximately **\$700 to 800** USD for 6-month program – required by US Gov't. This rate is subject to change and is set by outside company.

Housing Rent:

- **\$215/ \$237 /\$261** USD per week per person, depending on the type of the apartment, includes amenities, fully furnished units, welcome and social events, activities inside the housing complex, characters meets & greets. Food is not included in the program.
- **Disney Program Participation Fee is \$455 USD** (this **one-time, non-refundable fee** includes):

→ Activities and Fees (**\$240** USD) - helps support the administration, events and activities scheduled in the housing complex throughout the program.

→ Housing fee (**\$215** USD) – a portion of this amount will be applied to the participant's housing cost during the first week of the program.

- Transportation provided to and from work
- The complex is gated with on-site security.
- For additional information: [Floor Plans](#) | [Flamingo Crossings Village](#) | [DCP Housing](#)

Airfare

- Participants are responsible for their Flight to and from the USA.

Application Process:

- Would begin May-August 2025, dates yet to be determined.
- Students apply through [EG International Recruiting](#) (Procurement Ally Company for CMU for the Disney Academic Exchange program disneyaepmex@gmail.com).
- Pre-screening by EG International Recruiting, May - August. (To be determined).
- Presentation and personal interviews would occur in late September/early October 2025. (To be determined).

STAY CONNECTED

Instagram: [@eg_int_recruiting](#)

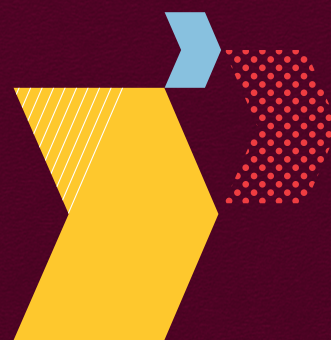
Facebook: **EG International Recruiting.**

**“You can dream, create, design and build the most wonderful place in the world. . .but it requires people to make the dream a reality.” -
WALT DISNEY**

January 2024

Disney International College Program

ACADEMIC GUIDE



CENTRAL
MICHIGAN UNIVERSITY

/ We do.

Welcome to Central Michigan University And the Disney International College Program!

CMU Course: RPL 321 - International Practicum/Academic Training in Leisure Services (12/24 credits)

Contact Information

CMU Student Supervisor In Orlando, Florida:

Jennifer Gerstenberger

E: gerst1jm@cmich.edu

P: _____

Office hours:

At Central Michigan University, Mount Pleasant, Michigan:

Megan Hofer

Coordinator of Disney College Programs

Central Michigan University, Finch, 107

Mt. Pleasant, Michigan 48859

E: megan.hofer@cmich.edu

P: 989 774-3984

F: 989 774-2161

Emily Boerman

Sr. International Student Advisor

Central Michigan University, Ronan 330

Mt. Pleasant, Michigan 48859

E: j1ev@cmich.edu

P: 989 774-4308

F: 989 774-3690

CMU Academic Program

CMU RECREATION PROGRAM OVERVIEW

As a student of Central Michigan University you will be enrolled in a course (**RPL 321: International Practicum in Leisure Services**) earning 12 semester credits for the 6 month program. The department of Recreation, Parks & Leisure Services is responsible for the coordination and delivery of academic credit and services to the international students while they participate on the Disney International College Program.

CMU RECREATION PRACTICUM EXPERIENCE

The Recreation Practicum Experience is designed to give students a supervised practical work experience, on-the-job training and other learning opportunities students are surrounded by at Disney. It is like an internship or work placement. It is a combined work, living and learning experience (as Disney describes it).

This will be a unique university experience in which you will earn 12 credits that will be on your official transcript. You will be involved in a combination of Disney seminars and CMU assignments along with your work experience. However, there is no weekly instruction from CMU or research work we require. You will have assignments and we will introduce you to many learning opportunities available while at Disney and it is up to YOU to take advantage of them. We hope you do!

This learning experience is what you will make of it and more...

- You will ...learn more about yourself by working and living with others (on your own)
- ...sharpen your professional skills and improve weaknesses
- ...be encouraged to develop and improve leadership skills
- ...be trained to provide exceptional service
- ...and be challenged to develop and improve effective communication skills

These important learning lessons and skills can be discussed in a class setting but they are not fully learned until you put them into practice through firsthand experience. "Learning by doing" is the best way to explain how you will earn the practicum credit from CMU. And reflecting on what you are learning is an important part of that learning. You may find the assignments we require to be fairly simple because they are not what you would call "book learning", they are practical assignments to expose you to a different style of experiential learning. Most students tell us they learn better by doing than by only reading or studying a lesson from a book. Wouldn't you agree?

You were selected for this program because you had the desire and attitude to be highly successful. And you also showed a desire to learn and improve yourself....and now you are here, (at Disney) finally, and the rest is up to you to make it happen. You have our full support and encouragement to create magic...for yourself and others. You will be a changed person by the time you depart for home. And we think you will like the new YOU!

TIME OFF FROM WORK

Please be aware if you request time off for certain dates you must already be working in the location during those dates. Example: If you are in Role 1, you cannot request time off for dates that would be during Role 2. You would need to wait until you begin Role 2 to make the request.

Time Off – Family visits or vacation time must be coordinated with your Disney managers but not at the expense of missing or completing CMU academic work. It is your responsibility to notify your CMU supervisor of any problems or issues ahead of time or as they occur. It is not their responsibility to track down or chase students for information.

Disney Education Office – Education Office phone number: _____

Education Office email: _____

Communicating with CMU

CMU EMAIL ACCOUNT

Thanks for setting up your very own CMU email account! It will be your responsibility to keep up with important information emailed to this account. (Make sure to keep your username and password!!) And you have current information waiting for you in your CMU inbox regarding your academic requirements! If you have any trouble or questions please contact the CMU Help Desk...Phone: (989) 774-3662 – best for urgent or time-sensitive issues; Email: helpdesk@cmich.edu – best for minor issues.

CMU email accounts can be **forwarded**, so that messages sent to your CMU account will be automatically sent to an email account of your choice. You can also choose whether or not you wish to retain a copy of all messages sent to you, within your **CMU email** account.

To forward your email:

1. Click the Preferences tab.
2. Click the **Mail** option from the left navigation menu.
3. Scroll down to the Receiving Messages section.
4. In the **Forward a copy to field** type in the address you wish to have your **CMU email** messages delivered to (make sure the address is correct!).
5. Select the **Don't keep a local copy of messages** if you do not wish to have **forwarded** messages retained in your **CMU email** account.
6. Click the **Save** button at the top of the screen to save your changes. If you filled in an email address, **forwarding** will be enabled.

HELPFUL BLACKBOARD TUTORIALS

What is Blackboard?

Blackboard is the system that CMU uses to post your grades and assignments. Go here to see how to access Blackboard:

<https://cmich.teamdynamix.com/TDClient/664/Portal/KB/?CategoryID=7456>

Check your CMU email and Blackboard often for important announcements and academic information! If you forget your login and or password you must contact the CMU Help desk by phone or live chat.

CMU Academic Requirements & Grading Scale

6 month program

Please note Assignment Schedule for students...each will be due on the 1st and 15th of the month

Due Date	Assignments	Points
Upon Arrival	1. Setting Learning Goals & Individual Learning Plan	(10 pts) ____
February 1	2. <u>Select from A, B, C, D, E, or F</u>	(20 pts) ____
February 15	3. <u>Select from A, B, C, D, E, or F</u>	(20 pts) ____
March 1	4. Secret Shopper Assignment	(20 pts) ____
March 15	5. <u>Select from A, B, C, D, E, or F</u>	(20 pts) ____
April 1	6. Check-In Meeting with CMU Supervisor	(20 pts) ____
April 15	7. Create a Marketing Flyer on program for your own school	(20 pts) ____
May 1	8. <u>Select from A, B, C, D, E, or F</u>	(20 pts) ____
May 15	9. Skills Assessment	(20 pts) ____
June 1	10. Final Reflection Paper	(30 pts) ____
Before Departure	11. Submit Final Performance Evaluation from Disney Manager	(100 pts) ____
		TOTAL POINTS 300 pts ____

Grading Scale

Letter grade	Percentage	Points for all requirements
A	94-100%	282-300
A-	90-93%	270-281
B+	87-89%	261-269
B	84-86%	252-260
B-	80-83%	240-251
C+	77-79%	231-239
C	74-76%	222-230
C-	70-73%	210-221
D	65-69%	195-209
E	1-64%	1-194

NOTE: Late assignments will be penalized with 10% off for each day the assignment is late. Assignments can be submitted before the due date.

ASSIGNMENT TIP:

Please do not wait until the last minute to submit assignments. You have been given plenty of notice to get assignments submitted on time. Assignments must be submitted on Blackboard, emailed assignments will not be given credit. Some students may have trouble with Blackboard so remember you can do a Live Chat and the CMU Help Desk will help you. We do not recommend trying to upload your assignment after 5:00 pm on the day it is due. You may run out of time if you are having difficulty. It is your responsibility to remember how to use Blackboard and your passwords. So keep your passwords and tutorials we provide handy. Late assignments are not accepted. Turn assignments in early!

CMU Assignment & Descriptions

1. Learning Goals and Individual Learning Plan

Due: Upon Arrival — 10 Points.

Submit your goals and plans to Blackboard. You will need to answer the following questions:

- A. List 5 professional learning goals that you would like to accomplish while you are on the Disney program.
- B. What do you want to learn or skill(s) developed while you are at Disney?

Please write a continuous paper written in complete sentences addressing the above questions.

***Submit your paper to Blackboard**

4. Secret Shopper Experience/Paper

Due: March 1 — 20 Points.

Students will complete a “secret shopper” assignment that will require them to attend/participate in one (1) Disney park and “secret shop” the park as a general participant. Students will be required to evaluate and reflect upon components listed below.

Students must write a narrative report and reflection of their experience. This paper must include full sentences, paragraphs and discussion. (This is not a bulleted outline.) Provide examples, description and if possible pictures/visuals for each topic area of your narrative. All papers must be professionally presented. (Please see suggestion for paragraph sub-titles and paragraph formatting example on the next page.)

PROVIDE THE FOLLOWING INFORMATION/DISCUSSION REGARDING THE PARK EXPERIENCE IN WHICH YOU PARTICIPATE:

Park Description

- A. Park Name
- B. Date and Length of time spent in park

Cleanliness

- A. How well was the park maintained?
- B. How many custodians did you see?
- C. Evaluate the bathroom facilities.

Guest Service

Please discuss one strength and one weaknesses in regard to how you felt as a guest. Provide examples and explanation of what you experienced. (Think about how staff treated you. Did you feel valued as a customer?)

Security/Risk Management

Please discuss one strength and one weaknesses in regard to your observations/experience of the risk management for this park. Provide examples and explanation of what you experienced. (Was there obvious care taken to ensure the safety, flow, and information of guests/events?)

Park Strength and Quality Improvement

- A. Discuss one aspect of this park that you observed/experienced as a “best practice”. What did they do really well? Give examples and explain how the implementation strengthened your experience.
- B. Discuss one component of this park that you observed/experienced that you would change to make it a higher quality experience. Give examples and explain how to improve it.

AFTER YOU PROVIDE THE ABOVE INFORMATION FOR THE EVENT, REFLECT AND DISCUSS WHAT YOU LEARNED AND APPLY IT THROUGH THE FOLLOWING DISCUSSION FOR THE FINAL SECTION IN YOUR PAPER:

Your Shopper Experience – Reflecting on your park experience, answer the following:

- A. What was one thing you learned or reinforced for you regarding park management/production?
- B. What was the one “take-a-way” you saw or experienced that is important to remember in your future profession as an event planner professional?

Visual Aids/Discussion Support:

- Paper must include visual aids such as screen shots, marketing examples, and/or social media posts in regard to the event you chose to participant in for this assignment.
- Must provide documentation/proof of your participation (registration confirmation, outcome product, follow-up email, screen shots/photos, etc.)
- These can be referred to in the body of your paper and included in an appendix or they can be embedded into the body/narrative of your paper.

6. Check-In Meeting with CMU Supervisor

April 1 — 20 Points.

You will be required to meet periodically with CMU Supervisor to discuss your progress on the program.

Discussion points will be:

Disney class	Goals/Expectations	Work & Manager(s)
CMU Assignments	Role(s)/rotation	Home University requirement(s)
CMU Seminar	Student questions/concerns	

Please expect the meeting to take at least 15 minutes. The times for meeting with the CMU Supervisor is within their office hours. These check-in meetings will need to be completed between Mar. 1 – April 1. See page 1– for their office hours. Office hours can change based on schedules so you will need to watch your email and Blackboard for those announcements. You will also be required to check Blackboard weekly for updated information.

7. Marketing Flyer

Due: April 15 — 20 points.

Using your experience on the Disney College Program, create a graphically designed flyer that could serve as a recruitment tool on your home university's campus.

Create a one-page promotional flyer of the DCP that markets the experience. Some of the things you may include are:

- Benefits of the program
- Costs
- Certifications and/or credentials
- Educational programs offered
- If interested...(contact info)

Think of your flyer as part of the recruitment effort to encourage more students from your home university to participate.

9. Skills Assessment

Due: May 15 — 20 Points.

	Low									High
Time Management	1	2	3	4	5	6	7	8	9	10
Communication (Verbal)	1	2	3	4	5	6	7	8	9	10
Guest Services	1	2	3	4	5	6	7	8	9	10
Safety/Risk Management	1	2	3	4	5	6	7	8	9	10
Problem Solving	1	2	3	4	5	6	7	8	9	10
Teamwork	1	2	3	4	5	6	7	8	9	10
Leadership	1	2	3	4	5	6	7	8	9	10
Handling Responsibility	1	2	3	4	5	6	7	8	9	10
Networking	1	2	3	4	5	6	7	8	9	10
Computer Skills	1	2	3	4	5	6	7	8	9	10
Professionalism/Confidence Level	1	2	3	4	5	6	7	8	9	10

1. Above, assess each of your skill levels before you arrived on the program to where you are at presently. Put an "X" on the number that represents the level before you arrived and "Circle" the number that represents where you are at when finished.

ON SEPARATE PAGES, ADDRESS THE REMAINING QUESTIONS:

2. Are there any skills you were seldom exposed to that you wished you would have developed more?
3. What advice would you give to future students in ways to improve or gain experiences to improve THREE of these skills?
4. What are the THREE most important skills for you to have for your future career (whether it is listed above or not)?
5. What has been the hardest skill for you to learn or improve? Why?
6. Discuss how important skills are to have for the entry-level job market?
7. Do universities/college teach you skills that prepare you for your career? In your opinion, how are skills best learned?
8. Will the skills you have developed or sharpened, transfer into the career field you hope to pursue someday? How so?

10. Reflection Paper

Due: June 1 — 30 Points. 1500 words minimum, no maximum.

Please address all 12 questions in your final reflection paper:

Work Experience

1. Describe your position, work site and training.
2. Did you have any highlights (magical moments) within your role? Describe.
3. Regarding your own experience, do you feel you went above and beyond what was expected of you? If yes, HOW? If no, WHAT could you have done?

Learning Experience

4. Evaluate the Disney Educational offerings you selected and compare them with other college seminars and assignments you have taken at home. What is your best learning style (lectures, assignments, projects, seminars, workshops, or practical experience?) Why? Why did you choose the seminars or assignments you did? Rate the Disney educational experiences overall on a scale of 1-10 (10 being highest). Was there something else you wished they offered but didn't?
5. What kind of cultural experience was this for you, either at work or living or both? What did you learn about other nationalities that you did not know previously? Any surprises?
6. What are you studying at school back home? Has this experience helped you make or affirm your educational or career choice? How so? Or did it make you want to switch your goals?
7. How would you justify this opportunity as an educational experience?
8. Do you feel this experience has given you a competitive edge in the job market? Explain.

College Program

9. Were the expectations you had for the college program met? Why or why not?
10. Which part of the experience had the biggest impact on you...the living, learning, or earning part? How so?
11. Did CMU meet your expectations regarding communication and support. Did you like having choices in which to complete the assignments or would you prefer everything more laid out with less choices?
12. Conclusion...give a condensed overall evaluation of what this experience meant to you. What did you gain from this experience that you lacked before? What would you still like to improve upon?

Minimum word count for answers is 1500 words. Please write a flowing paper, not just one-sentence answers.

***Submit your paper to Blackboard**

11. Disney Final Performance Evaluation

Due: Departure Date or earlier – 100 Points.

Evaluation:

- Two weeks before your departure, you are to request your Performance Evaluation (Feedback Form) from your Disney manager and inform them that you have to turn your evaluation into CMU one week before your departure for you to receive credit for the experience. Your manager will give you a copy of your evaluation at that point, one week before you depart. Make a copy of your final evaluation and submit it to the CMU Supervisor one week before your departure. See example on page 16.

***Submit your evaluation(s) to Blackboard**

Additional Learning Opportunities to Select — Spring 2024

Due: February 1, 15; March 15; and May 1 — 20 points each.

Group A CMU Paper or Projects (see page 12 for each)

- | | |
|---------|---|
| Paper | Guest Services at Disney |
| Paper | Creating Disney Magic (almost all students indicated they wanted to learn how Disney does it, so what have you learned in how Disney creates the magic)? |
| Project | Create a fictitious student event at Flamingo Crossing/thru a PowerPoint |
| Project | Conduct 2 Informational Interview(s) with Disney cast members |
| Project | Find/discover a Volunteer Experience to participate in at Disney or within the community (ex. Give Kids the World, Disney marathons, Disney fundraising events, etc.) |

Group B CMU Instructional Videos

- | | |
|------|---|
| View | Lee Cockerell (Retired VP of Disney' Magic Kingdom) — video interview on his experience with Disney and keys for success. |
| View | Culture of Communication — Tim Otteman |
| View | Top 10 tips of Successful Fundraising — Jill Almasi-Dole |
| View | Dealing with Difficult Conversations/Guests — Jill Almasi-Dole |
| View | Hosting a large event like the Detroit Grand Prix — Jamie Cool |
| View | Additional faculty led videos on related tourism topics to be developed |
| View | Informational Interviewing as a Powerful Networking Tool — Dean Wallin |

Upon viewing any of these videos, students will need to complete the Group B assignment on Bb.

Group C Disney Instructor Led Experiences

Multi-Week Series: Designed to teach the various elements of our business and brand. Some topics that could be explored in a series include:

- Leadership
- Human Resources
- Hospitality
- Storytelling

Individual Sessions: Stand-alone sessions that provide insight into various elements of our business. Some topics that could be explored in a session include:

- Theme Park and Resort/Hotel Operations
- Culinary and Food & Beverage
- Diversity, Equity & Inclusion
- Entertainment, Costuming and Tech
- Character Art and Consumer Products
- Animal Sciences and Environmental Initiatives
- Event Planning, Marketing, Disney Weddings & Catering, and many more professional business areas throughout Disney Company (including ESPN, Marvel, ABC, The Walt Disney Studios and more).

Group D Disney Experiential Learning

Discover Disney: Participants can go behind the scenes in various locations around The Walt Disney World Resort to learn what it takes to bring the magic to life for our Guests every day. Offerings may include:

- Walt Disney World Rides & Attractions
- Food & Flavor Lab and other Culinary Experiences
- Merchandise, Hotel & Security Operations
- Costuming, Entertainment and Textile Services
- And more!

Group E Disney Career Readiness Sessions

Sessions focusing on:

- Personal Branding and LinkedIn Development
- Networking and Relationship Building
- Resume Writing and Interview Skill

Group F Harvard Business Seminars

Select from more than 100 Harvard seminars from a video library on Business Management topics. Participants are able to access Harvard courses via the Disney University HUB site, or by searching the course catalog within "DLearn" (this is the company's Learning Management System). Once a participant has completed a Harvard course, a certificate of completion for the class is available to print or download on DLearn.

Group A: CMU Paper or Project Details

Guest Services at Disney

Write a paper on Guest Services and what you have learned to date. Since Disney is so well known for its delivery of "Guest Services", address these questions in your paper:

- How did you value guest services before this experience?
- Has your experience and training to date changed your perception of guest services? If so, how?
- Is your perception of Disney's guest services too much or something you want to incorporate into your future career? Explain.
- What about Guest Services will you want to share with your professors and classmates back home?
- In your opinion, does your country's business culture at home value guest services? Why or why not?
- At your home university, are you taught about guest services? If so, is it like what you are experiencing and learning at Disney? Is it a whole class on customer service or just a lecture or two as part of the class?
- Have you worked for any other business at home that provides excellent guest services? Who are they?
- What is the best example of guest service you have delivered or witnessed while working at Disney World?

Please write a continuous paper written in complete sentences addressing the above questions.

****Submit your paper to Blackboard***

Creating Disney Magic

Almost all students in their interviews when asked the question, "what do you hope to learn while on this program?" indicated they wanted to learn how Disney does the magic, so what have you learned in how Disney creates the magic?

1. List at least 6 functions that you have learned from working at Disney that you believe creates the magic and give a rationale, details and examples for each function you have identified.
2. What are some Disney areas or functions that you would still like to learn more about?
3. No company is perfect, but if you were to make a recommendation for Disney to improve, create or change one thing, what would that be? Give examples and details of your recommendation?

****Submit your paper to Blackboard***

DCP Student Event/Flamingo Crossing Project

- Student will complete a PowerPoint presentation that applies the Five Senses of Design to an event of their choosing.
- Assignment must be uploaded onto Blackboard using the link provided under Assignments on Blackboard.

Requirements for the Assignment:

1. Choose a special event or themed gathering that would be held at Flamingo Crossings.
2. Identify and discuss a minimum of two (2) intentional design choices related to each of the five senses: smell, touch, taste, sight, and sound.
3. Provide both visual images and text that addresses your choices and reasons for design elements on your slides.
 - A. All choices must be intentional — be sure to give short explanation as to how it promotes your event.
 - B. Address how the elements you have chosen create that experience you want for your participants
4. Create a PowerPoint presentation and use visual images and text to highlight/explain how you would incorporate the Five Senses into your event design.

PowerPoint Format:

- **Slide #1: "Cover Page"** — *your name/event title*
- **Slide #2: Intro** — *General event description & explain the feelings/emotions you want your guests to experience.*
- **Slide #3-4: Sense of Smell** — *Identify and discuss a minimum of two intentional design choices related to this sense. Provide both visual images and text that addresses your choices and reasons for design elements on your slides.*
- **Slide #5-6: Sense of Touch** — *Identify and discuss a minimum of two intentional design choices related to this sense. Provide both visual images and text that addresses your choices and reasons for design elements on your slides.*
- **Slide #7-8: Sense of Taste** — *Identify and discuss a minimum of two intentional design choices related to this sense. Provide both visual images and text that addresses your choices and reasons for design elements on your slides.*
- **Slide #9-10: Sense of Sight** — *Identify and discuss a minimum of two intentional design choices related to this sense. Provide both visual images and text that addresses your choices and reasons for design elements on your slides.*
- **Slide #11-12: Sense of Sound** — *Identify and discuss a minimum of two intentional design choices related to this sense. Provide both visual images and text that addresses your choices and reasons for design elements on your slides.*
- **Slide #13: Conclusion** — *How do you hope your intentional design choices will impact the outcome of your event and the experience of your guests?*

***Submit your paper to Blackboard**

Disney Cast Member Informational Interviewing

Reasons to interview professionals for information: to learn more about them, the job they hold, to discover inside information about how they view their profession, what makes it tick, and how to be successful in that profession. You will also discover new trends, what they like or dislike about their jobs, how to pursue a career, and who to network with next. Everyone likes to talk about themselves and what they do. So, this should be an easy ask.

- Schedule an appointment with a chosen professional. Could be a professional who works in a job you would like to have someday or just someone you have taken an interest in to learn more about.
- Length: 30-40 minutes
- Prepare questions in advance
- Set up a meeting time and place
- Arrive early (10 minutes is appropriate)
- Send a thank you card or note afterwards (within 24 hours by mail or email)

Possible questions you may wish to ask:

- Ask how they got started in the profession? What jobs they had, to get to where they are today? What did their career ladder look like? "Tell me your story"...
- What degree and major did they pursue in college? (You may be surprised to find out what they studied in college has little to do with what job and career they are in now.)
- What skills or experiences are essential for effectiveness in their job?
- Have them describe a typical workday/week?
- Ask what they like most and least about their job.
- What they wished they knew or experienced before taking their first job?
- Ask about the profession, new trends they see developing, where it is heading, growth or decline?
- Who are the current leaders in the profession — role models?
- Find out what skills are hardest for them to find in new employees? What skills or qualifications are they looking for in a young candidate?
- What professional organizations do they belong to that they would recommend to you to join?
- What trade journals should you subscribe to?
- What is the best way to gain entry into this kind of profession?
- What kind of salary range is expected now days when entering the profession in your part of the field?
- What other tips or recommendations do they have for someone entering the profession?
- Can I contact you again if I have other questions?
- You can end your interview by asking whom they would recommend you interview next. Is it OK to let the next professional know that they were recommended by you?
- What future trends do they see happening? How is technology changing to make things faster or better?
- In closing, make sure to thank them for their time and sharing their thoughts about the profession. In most cases, they will offer you their business card. If not, ask for one. More than likely, you will not have enough time to ask all these questions so you may want to prioritize the questions you really want them to address in your 30-40 minutes with them.

Remember, this is a great networking opportunity to learn a lot about a profession, what it takes to be successful in it, discover new trends, direction, and ideas. Most people don't mind talking about themselves and offering tips if asked correctly, and if it does not take too much of their time. Therefore, interview for information.

Assignment — Select two **professional cast members** at Disney to interview. You may choose anyone inside/outside your immediate work location. Develop your own questions, set your own appointments (approximately 30–40 minutes each) and write up each interview afterward. Include the following in your reports:

1. Name, title, and department of the interviewed cast member
2. Date and length of the interview.
3. Questions asked and responses (summarize; be brief).
4. Critique each interview. Why did you select this employee to interview? What did you learn?

***Submit your paper to Blackboard**

Volunteer Experience

Disney VoluntEARS — Participants can visit with the Disney VoluntEARS module on the HUB to view, register, and log volunteer hours. You can also set up an independent volunteer experience away from Disney wherever you want!

Group B CMU Instructional Videos

Videos can be found and accessed on Blackboard.

Extra Credit (Optional)

Due: June 5 — 10 Points.

Select one of three choices below to complete for extra credit points.

1. Professional Development

- Extra Credit of 10 points will be given for attending one Career Development Workshops or Speaker Series Presentation. Workshops include: resume/vita writing, personal branding, networking, business etiquette, and interviewing. Schedules for these are available in the Learning Center with the phone number you will have to call to sign up. You may attend as many as you would like, but the maximum of 10 Extra Credit points is all that can be earned. This will show up on your Program Activities Report (PAR) after you attend. Please upload your PAR onto Blackboard after you attend by the due date to get 10 points. We need your PAR by the due date, so do not attend a seminar on the due date.

2. Networking Interviews

- Extra Credit of 10 points will be given for conducting two professional cast member networking interviews. Interview someone in leadership you would be interested in learning or knowing more about. Develop your own questions and set up your own appointments for a 20-40 minute interview. Write a report afterwards for each interview including:
 1. Name, title and department of the interviewed employee.
 2. Date and length of interview.
 3. Questions asked and responses (summarize, be brief).
 4. Critique each interview. Why did you select this employee to interview? What did you learn?

3. YouTube Video

- Develop one YouTube video on your own (5-10) minutes – EXAMPLES of topics to highlight:
 - Your experience and all that you have learned
 - The top 10 tips to share with fellow students before arrival
 - Service differences between theme parks in Orlando
 - How technology is used at WDW
 - Theming at Disney
 - Training at Disney
 - The different cultures of Disney
 - The different festivals and special events at Disney
 - Top 10 overlooked educational experiences at Disney
 - Marketing at Disney
 - What kind of 5th theme park would fit at Disney
 - Careers at Disney
 - Costumes at Disney
 - Disney's five keys
 - What to do after Disney with the skills and information learned
 - Changes you will implement when you return home

CMU Certificate of Completion

Upon completion of the program, and earning a passing grade of 70% (210 pts) or higher, students will earn a CMU Certificate of Completion. In most situations, students will pick up their certificate at the end of the program, before departing for home.

CMU Academic Transcript/Academic Record

This is your official document at CMU that will list your CMU course (RPL 321-International Practicum in Leisure Services) with the grade you have received. Your Disney educational seminars or offerings will not be listed on CMU's official document as it is not taught by CMU. This document will be sent to your University if they require it and have approved our credit as transfer credit. Few universities require this document from CMU, so check with your university to see if they desire a CMU transcript.

Disney/Program Activities Report

Disney has a record of your completed educational seminars and workshops; you may download your Disney record by going on the Disney HUB and downloading "Program Activities Report" for yourself. This would be something you can show your university if they need this information. See example of the Disney Program Activities Report on page 18.

Please note, as soon as you depart the program you will not have access to the Disney HUB, so be sure to download and print off any information you may need for your university before you depart. CMU will not be able to retrieve that information for you.

Disney Programs Participant Evaluation Form



Disney Programs Participant Evaluation

This evaluation represents the working/earning component of Disney Programs. It is recommended that this document be used in conjunction with results of the education/learning component, if applicable, to ensure a comprehensive review of the Cast Member's participation on the program.

Hi, Brandon. When you submit this form, the owner will see your name and email address.

* Required

1. Cast Member's Name *
2. Cast Member's Work Location *
3. Review Date *
4. Disney Programs Behavioral Expectations *
Communication: Demonstrates effective communication skills in a professional and positive manner. Utilizes effective listening skills.
5. *
Deliver Cast/Guest/Client Satisfaction: Anticipates and meets the needs of Guests and other Cast Members.
6. *
Dependability: Performs job responsibilities in a timely manner with a minimum of follow-up needed.
7. *
Teamwork: Works well with fellow Cast Members and acts as a team player.
8. *
Attendance / Reliability: Reports for scheduled shifts on time and is prompt returning from lunch and breaks.
9. *
Initiative / Problem Solving: Takes independent action to identify and solve problems, accomplish tasks, makes timely decisions with good judgment.
10. *
Adaptability: Effectively handles changing situations and is able to grasp new ideas and methods. Is understanding and helpful in responding to change.
11. The 5 Keys *
Safety: Demonstrates that Safety comes first by providing a secure and safe experience for himself/herself, our Guests, and fellow Cast Members. Follows specific Safety procedures & techniques.
12. *
Courtesy: Provides friendly, personalized service and treats every internal & external Guest as an individual.
13. *
Inclusion: Creates a safe space to welcome and embrace everyone's unique backgrounds, experiences, and perspectives.
14. *
Show: Contributes to our Show by exemplifying the Disney Image through adhering to the Disney Look and keeping work areas clean and neat at all times.
15. *
Efficiency: Produces the established volume of work necessary to meet job requirements while maintaining the appropriate service and quality standards.
16. Attendance: Evaluate the performance level of attendance *
17. Overall Work Performance: Evaluate the level of overall work performance *
18. Supervisor's Name (First and Last) *
19. Supervisor's Job Title *



Disney Programs Participant Evaluation

This evaluation represents the working/earning component of Disney Programs. It is recommended that this document be used in conjunction with results of the education/learning component, if applicable, to ensure a comprehensive review of the Cast Member's participation on the program.

Hi, Brandon. When you submit this form, the owner will see your name and email address.

* Required

1. Cast Member's Name *
2. Cast Member's Work Location *
3. Review Date *

4. Disney Programs Behavioral Expectations *
Communication: Demonstrates effective communication skills in a professional and positive manner. Utilizes effective listening skills.
5. *
Deliver Cast/Guest/Client Satisfaction: Anticipates and meets the needs of Guests and other Cast Members.
6. *
Dependability: Performs job responsibilities in a timely manner with a minimum of follow-up needed.
7. *
Teamwork: Works well with fellow Cast Members and acts as a team player.

8. *
Attendance / Reliability: Reports for scheduled shifts on time and is prompt returning from lunch and breaks.

Satisfactory

9. *
Initiative / Problem Solving: Takes independent action to identify and solve problems, accomplish tasks, makes timely decisions with good judgment.

Satisfactory

10. *
Adaptability: Effectively handles changing situations and is able to grasp new ideas and methods. Is understanding and helpful in responding to change.

Satisfactory

11. **The 5 Keys** *
Safety: Demonstrates that Safety comes first by providing a secure and safe experience for himself/herself, our Guests, and fellow Cast Members. Follows specific Safety procedures & techniques.

Satisfactory

12. *
Courtesy: Provides friendly, personalized service and treats every internal & external Guest as an individual.

Outstanding

Disney Program Activities Report

Sample

Karla Quintanilla Montalvo
01406103



Professional Intern FL OH
WDW Professional Intern FL
01/05/2022 - 06/04/2022

Program Activities Report

Attended

Activity	Date & Time	Location	Check In Date	Learning Hours
Leadership 101 Exploration Series (Session A)	05/19/2022 14:00	Apprentice Hall Room 101	05/19/2022 13:56	2.00
Leadership 101 Exploration Series (Session A)	05/12/2022 14:00	Apprentice Hall Room 101	05/12/2022 14:01	2.00
Leadership 101 Exploration Series (Session A)	05/05/2022 14:00	Apprentice Hall Room 101	05/05/2022 14:08	2.00
Leadership 101 Exploration Series (Session A)	04/28/2022 14:00	Apprentice Hall Room 101	04/28/2022 13:59	2.00
Conversations With: Event Planning and Operations	04/07/2022 11:00	Apprentice Hall Room 201	04/07/2022 11:02	2.00
Conversations With: WDW Park Vice Presidents	03/30/2022 10:00	Apprentice Hall Room 101	03/30/2022 09:57	2.00
Spotlight On: WDW Ambassador Program	03/18/2022 10:00	Apprentice Hall Room 201	03/18/2022 09:49	2.00
Spotlight On: Event Planning and Operations	03/16/2022 11:00	Apprentice Hall Room 201	03/16/2022 11:01	2.00
Resume Writing	02/25/2022 10:00	Details in description	02/26/2022 12:36	1.00
2/16 Orlando Magic Game	02/23/2022 17:30	Flamingo Crossings Village East - Bus Loop	02/23/2022 11:50	0
Discover Disney: The Haunted Mansion	02/11/2022 06:30	Magic Kingdom Park	02/11/2022 06:42	2.00

No Show

Activity	Date & Time	Location	Learning Hours
Leadership 101 Exploration Series (Session A)	05/26/2022 14:00	Apprentice Hall Room 101	3.00

Office of Global Engagement — Helpful Reminders

1. Keep your passport and visa documents in a secure and safe place. Make a copy of all your important papers and documents for verification when necessary.
2. Know your passport expiration date. It must be valid for a period of at least six months beyond any anticipated stay in the United States.
3. The I-94 Form attached to your passport should list your “Class of Admission”: J1 and “Admit Until Date”: “D/S” (Duration of Status for your program) stamped on it. If not, please notify CMU.
4. While in the United States, you are not allowed to accept any additional employment outside the terms of your Academic Training. Unauthorized employment will result in a violation of your immigration status and grounds for deportation.
5. Keep the CMU and Office of Global Engagement (OGE) informed of any changes in your legal status, address, or phone number as soon as they occur. You must notify the OGE of changes in your address within 10 days of the change while in the United States.
6. Notify the International Programs Advisor (IPA) at CMU before you travel outside the United States. It may be necessary for you to send your DS-2019 to CMU for an updated endorsement on the form. Failure to do this may result in your not being able to re-enter the United States and complete your program.
7. Maintain your course registration status at a full-time credit load.
8. J-1 Exchange Visitors are required to maintain a health insurance policy throughout their stay in the United States. Failure to obtain, maintain and submit proof of health insurance coverage will result in a violation of your immigration status and grounds for deportation.
9. All J-1 Exchange Students are required to file a federal income tax return with the Internal Revenue Service. **1098-T form** - While we are not knowledgeable about tax information or forms for non-US residents, we have sought the university's advice on how to address this with our international students. The university has stated that the 1098-T form, which some students are seeking from CMU, is a federal tax form and not a CMU form. Each university has the choice of producing the form for non-U.S. residents or not. CMU no longer produces the form for its students as each tax situation is different. And the Internal Revenue Service (IRS) regulations surrounding the 1098-T seem to be interpreted in many different ways, depending on the tax consultant. So our advice is to seek recommendations from your tax advisor, consultant or the IRS (www.irs.gov). Sorry that we cannot be more helpful with your tax request.
10. U. S. immigration regulations require Central Michigan University to electronically submit enrollment information and all other matters pertaining to your legal status on a regular basis to the Student and Exchange Visitor Information Service (SEVIS). If you have any questions regarding SEVIS, please do not hesitate to contact the OGE.
11. It is your responsibility to be aware of immigration regulations and how they affect your status. You must keep CMU informed of all matters that have an impact on your immigration status while in the US. If you have any questions regarding how certain issues may affect your status, please email the International Programs Advisor at jlev@cmich.edu.
12. Please pay close attention to the end dates on your Ds-2019. Regardless of the end date on your visa, once your DS-2019 end date has passed, you must leave the US within 30 days.

The Exchange Visitor Program

The Exchange Visitor Program is administered through the United States Department of State. It is designed to promote mutual understanding between the people of the United States and other countries by means of educational and cultural exchange.

Central Michigan University has been designated a sponsor to administer academic programs to select exchange visitors. We are required to provide you with pre-arrival information, an orientation and to monitor your activities while in the US.

It is important that you understand and abide by the EV Program regulations, US laws and sponsor rules while participating in the program. The EV Program regulations are available on the Internet at:

<http://www.exchanges.state.gov/>

The Department of State can be most successful if it is aware of the needs, interests and concerns of all parties involved in the Exchange Visitor Program. If you wish to contact the State Department, you may do so at:

United States Department of State
Office of Exchange Coordination and Designation
ECA/EC - SA-44, Room 734
301 4th Street, S.W.
Washington, D.C. 20547
jvisas@state.gov

You chose to come to the United States on a J-1 academic visa. This means you must be academically engaged throughout the program. You must complete all Disney or CMU educational assignments on time or you will not be in compliance with your visa and may be terminated from the program and sent home. **Please do not get dropped from a Disney seminar or miss assignment deadlines.** In most cases, students must leave the program and return to their home country. Please do not let this happen.

Tax Requirements

As an international student in the US, it's important that you understand the tax requirements of your visa and your filing obligations with the IRS. Since you worked or received a stipend, grant or allowance in the USA (over a certain amount) you will need to file the Form 1040NR.

The OGE has arranged discounted access to an online tax preparation software tool called **Sprintax**. Sprintax will guide you through the tax preparation process, prepare the necessary documents and check if you are entitled to a refund.

To use this service:

1. **Register** and follow the instructions
2. Enter the code **21CMU150F5** in the box on the 'Review your order' page. The code provides a \$5 discount on the Federal Tax return only; you will be responsible for paying the difference in your federal tax return and for the state tax return.
3. Sprintax will prepare your tax return and check if you are due a refund.

As a reminder, you have to print, sign and mail your documents once you complete the preparation process in the Sprintax software. If you have any questions, please email Sprintax at hello@sprintax.com. For additional assistance, please view other available resources on our website:

https://www2.cmich.edu/office_provost/GlobalEngagement/services/Pages/taxinformation.aspx.

Central Michigan University

Office of Global Engagement

330 Ronan Hall

Mount Pleasant, MI 48859 USA

Phone: (989) 774-4308

Fax: (989) 774-3690

Notes

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Notes

[illegible]

Notes

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Notes

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



CMU, an AA/EO institution, strongly and actively strives to increase diversity and provide equal opportunity within its community. CMU does not discriminate against persons based on age, color, disability, ethnicity, familial status, gender, gender expression, gender identity, genetic information, height, marital status, national origin, political persuasion, pregnancy, childbirth or related medical conditions, race, religion, sex, sex-based stereotypes, sexual orientation, transgender status, veteran status, or weight (see <http://www.cmich.edu/ocrie>). 20858 MGX 120 qty (01/24)

Part of what makes the Disney Program experience so unique is the learning component. While on the program, participants may take part in several uniquely Disney learning opportunities they won't find anywhere else! Even the work component of the internship has been recommended for credit by the American Council on Education.

Our education program is designed to give participants a comprehensive, experiential learning experience that will provide an unparalleled enhancement to their academic and professional careers.

Instructor-Led Offerings



Instructor-led series to learn the various elements of our business and brand

2 hours, multi-week, requested time off*



Instructor-led, stand alone sessions that provide insight into various elements of our business

2 hours, requested time off*

Experiential Learning



Welcome Week – includes sessions like *Making the Most of YOUR Program* and *Welcome to FCV*



Discover Disney – hands-on way to learn and experience the behind-the-scenes operation in our parks and resorts

2 to 4 hours in length, requested time off*



Robust on-the-job training

Career Path Development

Career growth-focused sessions such as...



Networking 101



Resume Development



Acing the Interview

Post-Program Career Opportunities such as...



Extensions



Professional Internships



Disney Hospitality Leadership Program



Full- and part-time opportunities

Academic Support



Dedicated time off for school classes*



Exam Proctoring



Disney Learning Certificates



End of Program Evaluation

*Requested time off for all offerings is maxed at 6 hours per week.

© Disney

Attracting and Cultivating Talent

As a manager, you play an important role in creating a fulfilling work experience for the people on your team. Discover how to attract, hire, develop, and keep talented people who will grow and thrive throughout their employee journey.

1

Shape a Positive Employee Journey

What do successful teams have in common? They're made up of people who are engaged in their work and feel valued and accepted. Discover your role in cultivating a positive work environment for your team.

2

Attract the Talent You Need

To build a successful team, you need to attract the right candidates for open positions. Find out how to develop a compelling job description and assemble a diverse and qualified talent pool.

3

Hire and Onboard Team Members

Once you've assembled a diverse pool of qualified candidates, get ready to interview and bring new colleagues on to your team.

4

Engage and Keep Employees

Today's workers want jobs to be meaningful, personalized, and filled with learning opportunities. What development experiences will you offer to meet your team's needs?

5

Manage Team Transitions

Few people stay at one company for their whole career. Learn how you can anticipate employee departures and plan for a smooth transition for those who do move on.

Budgeting

Budgeting isn't just for finance teams. Each decision a manager makes needs to take into account the resources that are available to them. Learning to budget ensures you can allocate resources wisely, communicate financial expectations, and keep teams on track with their budgets.

1

Understand Budgets and Budgeting

If you dread "budget season," you're not alone. Learn how budgeting works and why it matters, so you can build effective budgets—and overcome that dread for good.

2

Develop an Operating Budget

Creating an operating budget isn't just a requirement; it's a process that helps you get the resources your unit needs. Discover a step-by-step approach that will also provide insights on how to improve your unit's efficiency and performance.

3

Prepare a Capital Budget

Your group may have to invest in capital assets to fulfill its goals. Find out how to prepare a capital budget so you can get the funding you need.

4

Understand Sensitivity Analysis and Variance

Every budget contains assumptions, but real life can turn out differently. So as you build your budget, you need to test your assumptions.

5

Adapt Budgeting to a Changing Environment

Discover how some organizations are rethinking budgeting to support holistic, more flexible ways of working and managing.

Business Case Development

You recognize a great opportunity to help your organization, but how do you communicate it? Learn how to create and present a compelling business case that aligns with your company's strategic priorities.

1

Understand Business Cases

Want to take advantage of a new opportunity in your organization? Start by building a business case.

2

Define the Opportunity

To get your business case off to a good start, be clear about the problem you are trying to solve.

3

Explore Options

Your first solution isn't always the best. Work with stakeholders to brainstorm a full range of options before narrowing your list.

4

Analyze Alternatives

Choosing a solution isn't easy when you have several viable alternatives. Analyze each alternative against metrics to determine the best option.

5

Assess Risks

New proposals are always risky. It's your job to think about how to reduce that risk.

6

Create an Implementation Plan

Before you share your business case with decision makers, you need an implementation plan. Without a clear plan, you are unlikely to get the buy-in you need.

7

Communicate Your Case

To get buy-in from decision makers, present a compelling case that communicates a clear business need, your solution, and its benefits to the

Business Plan Development

A business plan takes the abstract goals of an organization or team and makes them concrete and actionable. Learn how to create a living document that will showcase an opportunity or idea and outline how your organization can make it a reality.

1

Why You Need a Business Plan

Whether you're launching a startup, expanding an existing firm, or initiating an internal project, you need a business plan to help you sell your ideas, guide decisions, and manage growth.

2

Get Started on Your Plan

Your final business plan will be better if you plan ahead. Learn the key factors to consider before you begin writing your plan.

3

Tell Your Organization's Story

Learn how to set your business initiative apart from others by giving interested parties an idea of who you are and how your business idea came about.

4

Describe the Opportunity

Understanding the industry, competition, and market is fundamental to developing a robust business plan. Show readers that you have identified a promising opportunity that solves a real customer problem.

5

Document Your Marketing and Operations Plans

Learn how to document your strategies for creating customer demand for your product or service and for filling that demand.

6

Present Your Financial Analysis

To be sustainable, your business needs to make money. Learn how to translate your business opportunity into anticipated financial results.

Career Management

Want a fulfilling career path? While others can help, it's up to you to make it happen. Learn how by getting to know yourself, finding opportunities in career setbacks, and making learning a habit.

1

You're Career Path

Don't rely on someone else for your career development. Take control of your own career path, whether you're looking for your first job, seeking a new opportunity, or overcoming career hurdles.

2

Know Yourself

You'll have a greater likelihood of career satisfaction when your work matches your principles. Evaluate the match between your job and your core interests, values, and skills.

3

Seek Career Support

Networking can play a crucial role in your professional development. Learn to build relationships with people who can promote your talents and provide guidance when you need help.

4

Become an Agile Learner

The most important skill you need in today's changing world is the ability to learn. Understand what it means to be an agile learner, and why you should pursue opportunities to stretch and grow in and out of work.

5

Overcome Career Hurdles

Feeling stuck in your career or rebounding from a setback? Treat career impasses, ruts, and uncertainties as opportunities to follow a more fulfilling job path.

Change Management

In today's organizations, change may be the only constant. By learning to navigate change, you can turn uncertainty into opportunity—and that benefits you, your team, and your organization.

1

Your Role in Change

Change is a near constant in today's business environment. Here's how to make the most of change—and the opportunities it brings for you and your team.

2

Navigate Continual Change

Change brings with it mixed emotions, ranging from excitement to fear. Take steps to manage your feelings about change, and develop your resilience to bounce back from challenges.

3

Inspire Your Team to Initiate Change

Encourage team members to spot areas for improvement. How? By making it safe for them to take risks, scheduling time to look at gaps to fill, and testing your ideas.

4

Lead a Change Initiative

Successful leaders know how to get team buy-in on change projects. Learn how to get people—including critics—on your side, create flexible plans, and keep momentum for change going.

5

Address Resistance to Change

Change isn't always easy. Help your team embrace change initiatives by uncovering what's motivating any resistance, addressing valid concerns, and making resisters part of the solution.

Coaching

You need team members who can make smart, independent choices. The good news? Through coaching, you help people sharpen their skills and strengthen their confidence. Learn how to use inquiry, listening, and feedback to support members in building key capabilities.

1 A Coaching Mindset

Bring out the best in your team.

2

Promote Learning Agility

Get your team ready for new opportunities.

3

Hold Coaching Conversations

Find those coachable moments.

4

Listen and Question Effectively

Focus on what people are really saying.

5

Give Constructive Feedback

Your secret weapon to help others stretch and grow.

Crisis Management

Crises are painful and sometimes devastating, but they also mark turning points. Discover practices for acting despite uncertainty, communicating clearly, leading with compassion, and regaining momentum as the crisis abates

1

What You Need to Tackle a Crisis

Develop the skills to lead your team in turbulent situations so that a crisis is defined by what you learned, not what you lost.

2

Respond Swiftly to a Crisis

A crisis demands quick action. Learn how to make good decisions in volatile situations and keep your team performing under pressure.

3

Communicate Early and Often During a Crisis

Clear messaging is critical in a crisis. Manage the uncertainty, dispel rumors, and share what you know—and don't know.

4

Lead with Compassion in a Crisis

A crisis is mentally and physically draining. Learn how to connect with and comfort your team during a crisis so they can remain resilient and productive.

5

Emergence Stronger from a Crisis

As a crisis abates, move your team out of survival mode and into a new kind of normal. Help team members recover, learn, and gain new momentum.

Customer Focus

Only by putting customer's front and center can companies pull ahead—and stay ahead—of their rivals. Learn how to identify your key customers, their changing needs, and the actions you can take to improve their experience.

1

What Is Customer Focus?

Focusing on your customers delivers valuable benefits for them and for your organization. Discover why it's critical to understand customers' needs—sometimes before they even know what they want.

2

Learn About Your Customers

Discover tactics for learning what your customers want and what they think of your company and its offerings. Then find out how to use your insights to delight your most important customers.

3

Deliver Additional Value

When you deliver value to your target customers, you make them even more loyal and profitable. That could help put your organization ahead of competitors—and keep it there.

4

Build a Customer-Focused Team

Successful organizations make customer focus everyone's job. A culture that supports collaboration and innovation encourages everyone to find new ways to delight their customers.

Decision Making

Smart decisions are a key to business success. Boost your decision-making skills by learning how to avoid common pitfalls and use an effective process to spark innovative thinking. Discover strategies to get the most out of group decisions and apply data to answer important questions and evaluate your options.

1

Make Better Decisions

Making a business decision can be hard. But you can improve your decision making by recognizing the hidden factors that shape decisions and developing your critical thinking skills.

2

Overcome Decision-Making Traps

Our brains are wired to take mental shortcuts when making decisions. Learn how to understand—and manage—these cognitive biases so you can make sound decisions.

3

Four Steps to Effective Decisions

Need to make a decision? Start with simple but powerful techniques like asking questions and generating alternatives. Then continue to build your skills through reflection and iteration.

4

Manage Group Decision Making

Guiding a team toward a decision can be challenging. Learn how to manage group dynamics to make decisions that help you reach goals and solve problems.

5

Use Data to Guide Decisions

You have access to a wealth of data in your organization. Learn how to use it to improve your decisions.

Delegating

You can't accomplish all your assignments on your own. The ability to delegate well is critical to your—and your team's—success. Discover how to decide what to delegate, effectively communicate assignments, and support delegated work.

1

The Delegation Advantage

Delegating transforms you from a manager into a leader. That's because when you delegate, you develop your people—and you generate enormous value for your organization.

2

Prepare to Delegate

The secrets to successful delegation: select the right work to delegate, and match it to the right person.

3

Communicate the Assignment

How you communicate a delegated assignment can make or break how well your employee completes the work. These simple but powerful practices can help.

4

Monitor and Support the Work

Even capable employees need some monitoring and support when they're carrying out delegated assignments. Discover potent strategies for handling these essential managerial responsibilities.

Developing Employees

If you don't make developing your employees a priority, your team and organization will fall behind. Learn how to help people grow when your day is already full, promote rich learning experiences, and create development plans that have a lasting impact.

1

Grow People Further, Faster

Accelerate talent in your organization.

2

Find Time to Develop Others

Rescue employee development from the bottom of your to-do list.

3

Promote Hands-On Learning

The best way to build skills? Direct experience.

4

Create a Development Plan

Get long-term goals in writing.

5

Propel Career Growth

Help employees grow beyond their roles.

Difficult Interactions

Conflict is inevitable, but it doesn't have to be unmanageable. Discover how to effectively handle—and coach members of your team in handling—disagreements through careful preparation, good communication, and a focus on solutions that work for all parties.

1

Respond to Conflict with Confidence

Difficult interactions in the workplace are unavoidable, but they don't have to derail you or your team. Understanding conflict and your options for responding to it can help you resolve disagreements with confidence.

2

Prepare for a Difficult Conversation

Having a difficult conversation can be stressful, especially if you aren't prepared. Learn what steps to take before you engage in a potentially tricky interaction.

3

Talk Through a Disagreement

Once you've decided to address a conflict directly, it's time to have a conversation with the other person. Learn how to defuse the situation by listening well and sharing your perspective effectively.

4

Resolve a Conflict Successfully

Learn how to address a dispute while preserving—or even strengthening—your relationship with the other person.

5

Help Your Team Deal with Conflict

As a manager, a key part of your role is to foster respect on your team and coach members to resolve their own conflicts. It's also important to know when—and how—to intervene in disputes.

Digital Intelligence

No matter your role, technology continues to transform how you do your work. With access to a dizzying array of digital tools and data, how do you keep up? Discover the key capabilities you and your team need to succeed in a world driven by ever-changing technology.

1

Why You Need Digital Intelligence

Technology is changing your world. Here's how you can make the most of it.

2

Develop Your Digital Mindset

In today's workplace, it's not enough to adopt new technologies. You also need to develop a digital mindset, so you can understand the implication of these ever-evolving tools for your team and business.

3

Lead a Digitally Capable Team

Cultivate a work culture that allows people to excel in a world continually transformed by technology.

4

Draw Insights from Your Data

You and your team have access to an abundance of information on your products, customers, and industry. Discover practices for using data to gain key insights.

5

Act on Promising Digital Opportunities

New technologies and data can empower your team to accomplish more than ever before. Discover how to prioritize and act on digital initiatives.

Diversity, Inclusion, and Belonging

As a manager, you are in a powerful position to create an environment where people can thrive, knowing that they truly belong and the differences they bring are welcome. Discover why diversity is an essential component of a successful team—and what you can do to foster inclusion and belonging in your organization.

1

What Diversity Is—and Why It Matters

Differences on your team can be immensely powerful. Learn how by sharpening your awareness of diversity, you can benefit yourself, your team, and your organization.

2

Understand and Counter Bias

Bias and privilege can hinder a team's efforts to foster and benefit from diversity. Learn to manage these factors—and help turn diversity into a powerful enabler of success for your team and organization.

3

Lead Inclusively

Fostering an inclusive team environment—where everyone feels valued, respected, and heard—delivers big advantages. Find out how you can create conditions that enable everyone on your team to thrive.

4

Become a Diversity Advocate

By becoming a diversity advocate, you support team members in bringing their whole selves to work. Discover skills for contributing to an inclusive workplace where everyone can thrive.

5

Advance Your Organization's Diversity Efforts

You can foster diversity, inclusion, and belonging in ways that benefit not just your team—but also your entire organization. How? Strengthen your skills in these crucial areas.

Ethics at Work

Using ethics to drive decisions across your team and organization isn't just the right thing to do, it's good for business. Discover how to foster integrity in the workplace, and explore practical methods for making ethical decisions.

1

Understand Workplace Ethics

Workplace ethics involves more than following laws. Learn why ethical dilemmas—situations where there's more than one "right" answer—are among the toughest decisions you'll face as a manager.

2

Resolve Ethical Dilemmas

Learn a method for handling ethical dilemmas. Follow step-by-step as manufacturer Principle Tools works through a challenging decision.

3

Foster Integrity

An ethical culture strengthens morale and organizational performance. Learn practical ways to foster openness and integrity in your workplace.

4

Why Good Managers Behave Badly

Anyone can act unethically—even the most conscientious. Learn about common blind spots and rationalizations for immoral actions.

5

Apply Ethics across Borders

What's the right way to proceed when cultures clash over ethical matters? Make ethical decisions that honor core human values and respect cultural identity.

Feedback Essentials

Feedback fosters learning and leads to stronger relationships and higher performance. Discover how to give and receive meaningful feedback that can help you—and your team—succeed.

1

Why Feedback Matters

We need feedback to grow in our careers—and to help others grow in theirs as well. Yet so many of us avoid it. Discover the benefits of giving and receiving feedback.

2

Get the Feedback You Need to Succeed

Want to be more effective in your role and grow in your career? Gain the confidence to ask for feedback to improve your performance and work relationships.

3

Give Effective Feedback

How can you have a positive influence on other people's performance? Give them specific, future-focused feedback they can really use.

4

Encourage Feedback on Your Team

Giving and receiving feedback allows team members to thrive—but it requires openness and trust. Create an environment where people feel safe sharing feedback with you and each other.

Finance Essentials

Let's face it—money is the fuel that keeps your organization running. No matter your role, by understanding the fundamentals of finance, you ensure your team will make the most of its resources. Learn how to interpret financial statements, create a budget, and invest wisely to produce the desired returns.

1

Understand Financial Statements

Your organization's financial statements reveal critical insights into how well it's doing—and steps you can take to help. But to use those insights, you have to understand what each statement means.

2

Assess Financial Health

When you compare key numbers from your organization's financial statements—analyzing the ratios—you gain even deeper insights into how well it's doing.

3

Develop a Budget

When you build a carefully considered operating budget for your group, you help support your organization's strategy.

4

Perform Cost/Benefit Analysis

You're considering investing resources to explore a new business opportunity. Discover how to use cost/benefit analysis to determine whether—and how well—your investment will pay off.

5

Track Financial Performance

Whether you're monitoring an investment you've made or an operational budget you've developed for your group, you need to track the financial performance of your efforts and address any problems. Some simple but powerful techniques can help you.

6

Build Your Team's Financial Intelligence

It's not enough to build your own financial intelligence. You need to do the same for your team so they can understand the financial implications of their work.

Global Collaboration

In today's connected world, learning how to collaborate across cultures and languages is more essential than ever. Cultivate your cultural intelligence and build trust between global team members by establishing shared purpose and developing strategies to get back on track if misalignments occur.

1

Do Business across Borders

The ability to collaborate across cultures and geographies is vital for managers today. But global interactions pose new challenges.

2

Boost Your Cultural Intelligence

Global collaborations often highlight cultural differences. Learn to understand these differences and respond appropriately in new settings.

3

Build Trust Among Collaborators

When teammates lack trust, collaboration suffers. Learn three critical strategies for cultivating trust among global team members.

4

Negotiate Across Cultures

Negotiations are especially challenging when they involve people from different cultures. Learn how to overcome cultural barriers and reach a mutually beneficial deal.

5

Overcome Language Barriers

Language complicates global collaborations. Learn how to break down language barriers, encourage non-native speakers, and help everyone embrace language policies.

6

Transcend Physical Distance

Learn how to surmount the three major challenges that arise when collaborators live across the globe—scheduling issues, communication difficulties, and knowledge-sharing obstacles.

7

Align a Global Team

A global team's success depends on its alignment toward a common goal. Learn how to get your team back on track if misalignment occurs.

Goal Setting

Goal setting is crucial to personal and professional success. By knowing how to set the right goals, you can boost both your team's results and your own. Learn why goals matter, the different types of goals, and how to align your goals with your organization's key objectives.

1. Why Set Goals?

Goal setting helps you decide how you want to focus your resources and spend your time. Learn how to set the right goals—ones that boost your own and your team's performance.

2

Set Goals

The goals you set directly affect your organizations, your group's, and your own success. Learn how to define the highest-potential goals for your group, your employees, and yourself

3

Accomplish Goals

When you lead your team in taking steps to accomplish goals, you create a culture of achievement. Learn how to keep yourself and your team on track and avoid potential pitfalls in reaching goals.

4

Evaluate Goals

Reaching a goal is not the end of the process. Learn why evaluating your goals and capturing lessons learned can be just as important as accomplishing goals.

Innovation and Creativity

Teams that flex their creativity and innovate regularly are simply more successful than others. Learn how to unleash your curiosity, overcome barriers to innovation, take smart risks, and collaborate with others so your organization can continuously improve.

1

Innovation for All

Spark curiosity at work

2

Unlock Curiosity

You were born with the ability to innovate—just unlock the potential!

3

Make Creative Connections

More aha moments coming your way.

4

Take Smart Risks

Take some chances—there's nothing riskier than staying still.

5

Collaborate to Innovate

Innovation doesn't happen in a vacuum.

Innovation Implementation

Enough talk—it's time to make innovation happen. Transform your idea into a new product, service, or process that will make a real impact to your team, organization, and customers.

1

Innovation in Action

Innovation isn't just a buzzword, it's a practice you can put into action today

2

Identify Innovation Opportunities

Spot places to innovate—they're all around you.

3

Prioritize Potential Innovations

You can't pursue every potential solution! Find your best bets.

4

Design Innovation Experiments

No matter how big or small your innovative idea is, make it into something real, see how the world responds to it, then make it into something even better

5

Build Support for Innovation

You can't innovate in a vacuum.

6

Learn from Success and Failure

Slow down to innovate faster and better.

Leading People

How can you become an effective and inspiring leader? Begin by defining your values and vision, and deepening your self-management skills. Then learn how to create the conditions for others to succeed—even when your team isn’t working in the same physical space.

1

How Will You Lead?

Leadership comes from how you think, act, and treat others—not from your title or personality. Know what’s needed to be an effective leader, whatever your role.

2

Define Yourself as a Leader

To be an effective leader, be clear about what you value and the goals you’re working to achieve.

3

Lead with Emotional Intelligence

Leaders accomplish results through influence—getting others to work toward shared goals. Learn the value of managing your emotions and cultivating productive relationships.

4

Build Mutual Trust on Your Team

Fostering trust is a critical part of the work you do as a leader. When a team isn’t performing well, investigate if trust has broken—then take steps to rebuild it

5

Empower Everyone You Lead

Discover how to put team members in charge of their own work and create an inclusive environment in which everyone can develop and fully contribute.

6

Inspire Collaboration across Distance

Learn how to unify your team and support collaboration when everyone isn’t in the same physical space—or even in the same country.

Leveraging Your Networks

Networking isn’t “just political game-playing”—it’s a crucial skill for all managers. By learning to create an effective network, you can improve your interpersonal skills, access new information, and connect with important organizational stakeholders.

1

Understand Networks

Think networking isn’t worth the time? Or worse, that it’s really just political game-playing? Think again: It’s actually a crucial skill—and as a manager, you can’t do your job without it.

2

Map and Assess a Network

A picture says a thousand words. And so do network maps. Why? They reveal insights into how effective your networks are—and how you might strengthen them.

3

Strengthen Your Networks

Your networks have many strengths—but no network is perfect. Find out how you can maximize the effectiveness and value of your networks.

4

Develop Relationships

Relationships are the lifeblood of your networks—so you’ll need to initiate and develop them in the right way.

5

Put Your Networks to Use

To extract maximum value from your networks, you need to make effective use of them. Here’s how

6

Sustain Your Networks

Merely initiating network contacts isn’t enough. You also need to sustain the network relationships you build in a strategic way.

Managing Your Boss

Having a positive, healthy relationship with your manager is key to your success. Learn how to resolve differences without losing focus on business priorities.

1

What Is Managing Your Boss?

When you understand what managing your boss involves—and why it is important—you take the first step toward building a mutually beneficial relationship with this key individual in your work life.

2

Know Your Boss—and Yourself

You and your boss probably differ in numerous ways. Work to understand the differences, then use your insights to foster a productive working relationship.

3

Build a Partnership

The most valuable working relationships between bosses and their direct reports are partnerships. Find out how to build—and sustain—a strong partnership with your manager.

4

Communicate Effectively with Your Boss

To build and sustain a strong partnership with your boss, you must master listening, negotiating, communicating problems, and giving your boss feedback.

5

Manage a Difficult Boss

If you love your job but find your boss's behavior difficult, it's up to you to manage the situation. By tailoring your tactics, you can overcome your boss's shortcomings.

Marketing Essentials

No matter how good your product or service is, the way you communicate with your customers can determine its success. Discover the forces that influence the purchasing habits of your customers and learn how to win them over with an effective marketing strategy.

1

Cultivate a Marketing Orientation

Help your company become more competitive. Cultivate a marketing orientation so you can truly serve your customer.

2

Understand Your Customer

Customers continually signal their needs, preferences, likes, and dislikes. Learn how to collect and use that information.

3

Create a Marketing Strategy

To successfully market your product or service, you need a strategy—a plan for how you will attract customers and fend off the competition.

4

Create and Implement a Marketing Plan

For your marketing strategy to be successful, you'll need a concise, compelling plan.

5

Global Marketing

To market across borders, drop old assumptions, investigate the market, and customize the strategy.

Meeting Management

Plan and manage meetings that use everyone's time effectively. Learn how to create an agenda, keep people on point, and ensure everyone walks away understanding what's expected of them.

1

Prepare for a Meeting

How you prepare for a meeting can make or break its usefulness. Discover the essential steps you need to take to ensure that your meeting succeeds.

2

Conduct a Meeting

You've prepared carefully for a meeting—but that won't help if you don't run the meeting effectively. Find out how the best leaders make sure that their meetings stay on track and deliver the intended outcomes.

3

Manage Meeting Problems

Even if you've prepared well for a meeting and it's going smoothly, problems can still arise. Discover powerful practices for managing problems—before they can sabotage your meeting.

4

Wrap Up a Meeting

You've run a productive meeting. But your work isn't done yet. Find out how to wrap up your meeting so that decisions made and ideas generated during the meeting get put into action.

Negotiating

Negotiation is an essential management skill that will serve you every day in ways big and small. By learning to effectively prepare for and conduct a negotiation, you can maintain relationships, resolve conflict, and balance competing interests.

1

Understand Negotiation

Although images of diplomats and sports agents suggest that negotiation occurs in special circumstances, people in organizations negotiate every day. Learn why negotiation is an essential management skill.

2

Prepare to Negotiate

Luck won't get you far at the negotiation table. Prepare by knowing what the other side is looking for, how flexible you can be, and what you will do if you walk away.

3

Conduct a Negotiation

The way you kick off and carry out a negotiation can have a big impact on the outcome. Learn strategies for successful single- and multiple-issue negotiations.

4

Close the Deal

Follow a series of tips to finalize an agreement that meets your organization's needs—and avoid the mental errors and manage the emotions that could prevent the best outcome

5

Overcome Barriers to Success

The likelihood of success in a negotiation decreases when communication issues, difficult personalities, and other barriers plague the process. Learn how to overcome obstacles—and come to ethical agreements.

Performance Appraisal

Performance appraisal is essential for reinforcing positive behaviors and addressing less-constructive ones. Learn how to provide ongoing feedback, identify opportunities for professional development, and recognize employee achievements.

1

Why Conduct Performance Appraisals?

By appraising your employees' job performance, you can reinforce productive behaviors and identify areas for improvement.

2

Prepare for a Performance Appraisal Meeting

Prepare for a productive performance appraisal meeting by gathering materials, evaluating performance, and involving your employees in the process.

3

Conduct a Performance Appraisal Meeting

How you conduct a performance appraisal meeting—including when and where you hold the conversation—can be as important as what you say.

4

Monitor an Employee's Progress

The appraisal meeting is just one part of effectively managing your employees' performance. You also need to monitor their progress toward agreed-upon goals and provide support as needed.

Performance Measurement

Performance measurement gives you a way to gauge progress against goals. Learn to set targets, collect and analyze data, and use measurement to better manage performance.

1

What Is Performance Measurement?

The more you know about performance measurement—what it is and why it matters—the better you can help your group and your organization achieve goals.

2

The Foundation of Performance Measurement

To understand the foundation of performance measurement, learn about strategic objectives, critical success factors, and performance metrics.

3

Decide What to Measure

It's not always easy deciding which aspects of your group's performance you want to measure. First, define your objectives, then identify the actions needed to achieve those goals, and finally, choose the metrics that quantify strategic performance.

4

Set Targets

Setting performance targets is more of an art than a science. Learn how to set them high enough to motivate your people—but not so high that you demoralize them.

5

Gather and Interpret Performance Data

Discover what your performance data means, and how to respond, by comparing actual versus targeted performance and explanations for the differences.

6

Avoid Pitfalls

When you're measuring your group's performance, it's easy to make some common mistakes. Find out what these pitfalls are—and discover tactics for steering clear of them.

7

Use Measurement to Strengthen Management

Read along as Maura, manager of a large sales group, measures her group's performance—and unearths critical insights that help her boost performance.

Persuading Others

Boost your ability to persuade others to get the buy-in you need to accomplish your goals. By learning the art and science of effective persuasion, you build credibility, earn trust, and increase your influence.

1

The Power of Persuasion and Influence

Persuasion is a powerful tool. Discover how to win support for your ideas and influence others to take action.

2

Persuasion Begins with Credibility

You'll have a much better chance of persuading others if they see you as reliable and trustworthy. Learn effective tactics for building your credibility.

3

Prepare to Make Your Case

The most persuasive people take time to prepare before making their case. Set yourself up for success by pinpointing the advantages of your idea, getting to know your audience, and tailoring your message to match their preferences.

4

Persuade with Logic and Emotion

To be truly persuasive, your pitch needs to engage emotions and draw on logic. Learn how to win people's hearts and minds.

5

Overcome Resistance to Your Ideas

Even a well-crafted proposal can encounter resistance. Instead of pressing your case harder, apply strategies to turn resisters into supporters.

Presentation Skills

Effective presentations pay big dividends—for your team and your career—by inspiring, informing, or persuading your audience. By knowing how to craft a clear and compelling message, design engaging slides, and deliver with confidence, you'll give a top-notch presentation time and again.

Plan Your Best Presentation

Planning a presentation? Answering four crucial questions can help you set the stage for success.

2

Structure a Persuasive Presentation

Learn how to choose the right information—and present it in the right format—to turn a lukewarm presentation into a smashing success.

3

Design Engaging Slides

Not a graphic designer? Don't worry. You can still create great slides for your presentations. Discover strategies for using text and visuals effectively.

4

Present Data with Impact

Discover strategies for turning data sets into effective visuals that engage your audience and support your presentation's core message.

5

Prepare to Present with Confidence

Two key activities that you might be tempted to skip—preparation and practice—can elevate your presentations and boost your confidence.

6

Deliver a Memorable Presentation

It's finally time to deliver the presentation you've worked so hard on. Learn how to make a strong first impression and handle difficult situations so you can finish strong.

Process Improvement

Your organization creates value for customers through a series of activities. Ensure you and your team are at your most productive by understanding the processes you are part of and redesigning them to enhance your organization's performance.

1

Understand Business Process Improvement

To achieve lasting improvements, adopt a business process mindset.

2

Plan a Process Improvement

Once you recognize the need for business process improvement, define your project goals, create a schedule, and assemble your team.

3

Analyze the Process

After you define your process improvement project and team, move to the next phase: Analyze the process and research best practices.

4

Redesign the Process

To redesign a process, envision the ideal. Brainstorm options as a team, then test the best with stakeholders.

5

Implement the New Process

When you are ready to put the improved process into action, acquire resources, address obstacles, and finally, roll it out.

6

Continually Improve the Process

Ensure that the redesigned process continues to deliver the results you want by continually monitoring and optimizing its performance.

Project Management

Effective project management can take an organization to new and greater heights. By managing projects well, you can achieve strategic goals, minimize company costs, and ensure tasks get completed on time.

1

Understand Project Management

Companies spend billions annually on projects—but only 2.5% of projects are completed on time and within scope and deliver the hoped-for benefits. Barrows, Ed and Neely, Andy. "Managing Projects in Turbulent Times." Balanced Scorecard Report 14 Jan.-Feb. 2012: 1. Discover what effective project management looks like in action.

2

Establish Project Scope

A successful project begins with clearly defined objectives. Be sure you know which problems your project aims to solve—and which problems it's not meant to address.

3

Develop a Schedule and Budget

Building a realistic schedule and budget for your project from earlier, rough estimates is critical for success. But it isn't easy. Discover ways to handle this challenging aspect of project management.

4

Assemble Your Project Team

The team you assemble to implement a project will make or break your and the project's success. Find out how to build a top-performing project team.

5

Manage Project Risks

Risks of all kinds can derail your project if you're not careful. Discover powerful tactics for anticipating the risks to your project—and avoiding or mitigating them.

6

Monitor Project Progress and Problems

Learn potent practices for making sure your project stays on schedule and within budget—and that it delivers the intended outcomes.

7

Communicate with Stakeholders

Throughout your project's life cycle, you need to update stakeholders on progress and problems. Find out how to keep them informed—so they don't get hit by unpleasant surprises.

8

Close Out a Project

You've completed a project; now it's time to evaluate how everything went and what you and your team learned. Discover how you can extract

Sharpening Your Business Acumen

How can you best help your organization thrive? By developing your business acumen—knowledge of how organizations operate, create value, and gain competitive advantage. Take your career to the next level by learning business and finance basics, and developing an enterprise mindset.

1

Why You Need Business Acumen

Business savvy isn't just for executives. It's for every leader, in every role—including you.

2

Learn What Makes Organizations Thrive

Your organization succeeds—or fails—based on how it handles four financial building blocks. Discover what these are and how you affect them through your work and choices.

3

Build Your Financial Skills

Three key financial statements let you begin to take stock of your organization's business health—and identify ways you can help improve it.

4

Business Model Basics

Every organization needs a smart business model to thrive. Learn about the elements of a business model and why they matter.

5

Know Your Organization's Strategy

Why take time to understand your organization's business strategy? So you'll be well positioned to support it through the choices you make every day in your role.

Strategic Thinking

To help position you, your team, and your company for long-term success, you need to think strategically. Discover how to add value by thinking big, challenging your assumptions, and identifying threats and opportunities

1

Understand the Big Picture

Create value by making decisions that position your organization for the future, whatever your role.

2

Explore Key Trends

Notice developments within your company and industry—and use them to make smart, strategic choices.

3

Challenge Your Assumptions

Don't let your beliefs get in the way of opportunities.

4

Anticipate Opportunities and Threats

Take steps to create, not simply respond to, the future.

Strategy Planning and Execution

To be successful, your organization needs to come up with and execute a clear, sound strategic plan. Understand how your organization sets itself apart from its competitors and your role in carrying out your organization's strategy.

1

Understand Strategy

Strategy is important at every level in every organization. That's why you and your team need to understand what strategy is, how to create it, and how to implement it.

2

Develop a Strategic Plan

Whether you initiate a strategic planning process for your unit or contribute to your organization's overall strategic plan, you'll follow the same steps.

3

Create Detailed Action Plans

Your organization has created its strategic plan—now what? Learn how to develop detailed action plans to put the strategy into action in your unit.

4

Execute Strategic Plans

The planning is over—now it's time to take action. Learn how to execute your strategic plans so you'll stay on the path to success.

5

Evaluate and Reward Performance

One final process remains: evaluating your unit's performance and rewarding successful results. Learn how to reinforce desired behaviors—and help your unit perform even better in the future.

Stress Management

Don't let stress weigh you down any longer. By learning how stress affects you, where it comes from, and how you can control it, you'll set yourself up to be happier, more productive, and healthier in and out of the office.

1

Understand Stress

The first step in managing your stress? Becoming familiar with it.

2

What Stresses You Out—and Why?

Unhealthy stress can hijack your brain and spread throughout an entire team. Learn how to identify when this is happening and take back control.

3

Manage Stress in the Moment

Have your stress levels suddenly spiked? Learn how to calm down and regain control, even in the most challenging situations.

4

Build Resilience to Stress

Build a solid foundation of purpose, connection, and adaptability, and you'll have reserves of resilience to draw on in stressful times.

5

Cultivate Well-Being

The key to managing your stress over the long term? Making your mental and physical health a priority.

Team Management

Organizations are powered by teams: groups of people with a shared identity, complementary skills, and the ability to collaborate effectively. As a leader, you can create immense value by knowing how to build and lead teams in ways that maximize their creativity and performance.

1

Set Your Team Up for Success

Teams are the building blocks of organizations. Learn how to gather the right mix of people around a compelling goal.

2

Strengthen Team Collaboration

Without effective collaboration, teams can't reach their full potential. Guide your team in building the skills to connect with each other, work well together, and give and accept productive feedback.

3

Achieve More of What Matters as a Team

How can you increase your team's productivity without causing burnout? Learn tips for prioritizing work, simplifying processes, right-sizing your team, and making joint decisions.

4

Lead Your Team through Conflict

Learn the difference between good and bad conflict, and discover strategies to help your team disagree constructively.

5

Navigate Team Transitions

Explore how to handle team transitions, including changes in direction, new team members, employee departures, and team dissolutions after a finished project.

6

Measure and Boost Team Performance

How far can your team go? Learn how to use goals, metrics, accountability, and praise to help your team excel.

Time Management

Time management isn't about cramming more into your schedule. It's about making smarter, more purposeful choices with the hours you have. Learn how to get more of what you want from your time.

1

Own Your Time

Feeling overwhelmed? Learn how to make smart, intentional choices about how you spend your energy and attention.

2

Harness Energy and Focus

Boost your productivity by tackling the right tasks at the right time. Identify when you're most alert for accomplishing important work, and when it's time to switch to routine tasks.

3

Defeat Distractions

What are your biggest distractions? By understanding what diverts your attention from your work—whether digital devices, coworker interruptions, office noise, or worry and frustration—you can learn how to manage it.

4

Take Charge of Your Productivity

Long hours don't make you more productive—being intentional with your time does. Discover strategies to keep your work on track and help you maintain your focus.

5

Overcome Time Pressure

A big source of stress is feeling that you need to be on the job 24/7. Learn how to leave work behind, eliminate time wasters, and develop healthy habits for using your energy and time.

Writing Skills

How you communicate with others is essential to your success, so don't let your writing skills be an afterthought. Learn how to communicate clearly and concisely, connect with diverse audiences, and develop the ideas you want to share.

1

Plan Your Writing Project

The best business writing starts with a solid plan. Find out how to clarify your purpose, understand your readers, and determine what details and content you'll provide.

2

Organize Your Content

You've brainstormed a wealth of ideas for a written piece. Now organize them so you achieve your purpose and meet your readers' needs.

3

Write Your First Draft

TESTING Great business writers turn off their internal editor when they build their first draft. Find out how they resist the urge to tinker as they successfully create a rough draft.

4

Revise Your Draft

Good writers revise their early drafts to fix problems and add polish. Learn powerful tactics for shaping a final version of your written piece that you can be proud of.

5

Strengthen Your Writing Skills

When you sharpen your writing skills, you'll stand out from your peers. And you'll find it easier to produce impactful written pieces.

Disney Academic Exchange Program.

Información necesaria en el envío de CV CON FOTO PROFESIONAL (INDISPENSABLE)

Primer requisito:

Favor de redactar **EN INGLÉS**, en Word su currículum con los siguientes datos (en este orden) **MAXIMO 2 HOJAS**:

- Foto del aspirante,
- Nombre completo (como aparece en documentos oficiales),
- E-mail,
- Celular (incluir lada),
- Nombre completo de la Universidad (No siglas),
- Nombre completo de la Carrera que estan estudiando,
- Semestre en curso y fecha de término de la carrera (por lo menos incluir mes y año),
- Fecha de nacimiento DD/MM/AAAA,
- Ciudad y país de nacimiento (como aparece en acta o pasaporte),
- Vigencia del pasaporte DD/MM/YYYY),
- Experiencia Laboral/ Practicas profesionales (aún la no remunerada) descripción detallada de las actividades realizadas indicando el tiempo que estuviste en cada puesto, incluir DD/MM/YYY de inicio y termino del puesto,
- Antecedentes académicos (alguna distinción, especialidad, premio o información que consideren relevante incluir, favor de no incluir informacion como datos de preparatoria o secundaria),
- Manejo de idiomas, indicar si tienen alguna certificación.

Segundo requisito:

Carta de motivación **EN INGLÉS** **maximo de una cuartilla**, dirigida a **Mr. Javier Reyes, Disney International Recruiter**. explicando las razones por las cuales desean participar en este programa.

The Cover Letter should be brief and concise . The candidate needs to explain the following:

- Reason(s) why you would like to be considered for the program you are applying for.
- Why do you feel you would be a strong candidate (skills and qualities you have to offer).
- Indicate how this experience relates to your field of studies and/or to your future career goals.

