# Individual Development Courses

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| Communicating for Impact                          | Learn a set of effective communication skills and techniques that enable you to accomplish work as you maintain or strengthen workplace relationships | Effective communicators achieve goals, have stronger work relationships and handle challenging interactions more effectively. In this practical and interactive workshop you will learn the behaviors, tactics and skills to:  
  - Enhance your impact by meeting both the personal and practical needs of those with whom you communicate.  
  - Use a set of interaction process skills to conduct effective discussions that achieve results.  
  - Action plan to apply your skills to a challenging communication situation you face.  
  *This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification*                                                                                                                                                                                                                   |
| Goal Setting                                      | Get practical tips and tools for setting meaningful and achievable performance goals.   | This 2 hour session will review best practices for establishing meaningful and achievable performance goals. It will highlight templates and “how-to” tools that are available to support both employees and managers in creating Individual Growth and Development plans that are linked to individual, department and organization needs.  
| Designing Effective Presentations                 | Learn the fundamentals of designing presentations that achieve your purpose and objectives. | Delivering effective presentations takes careful planning before you step in front of your audience. This workshop takes you through a step-by-step process with tools to help you plan and design presentations that achieve your desired outcome. Learn how to:  
  - Identify your purpose and analyze your audience.  
  - Organize your presentation for impact; choosing the right format and content.  
  - Align visuals and audience engagement to enhance your message.                                                                                                                                                                                                                                         |
| Designing Effective Training (New)                | Design training that is linked to organization outcomes and based on principles of adult learning | If you design or deliver training this workshop will help you plan and develop training content that encourages learner motivation, aligns with desired organization outcomes and incorporates best practices of adult learning. You will be able to:  
  - Create effective learning objectives to guide training design  
  - Support learners before, during and after training  
  - Utilize principles of adult learning to create effective and engaging training experiences.                                                                                                                                                                                                                     |
| Embracing Change                                  | Become more effective in adapting to and managing change.                              | This practical and interactive workshop will focus on the knowledge and skills needed to be effective in a rapidly and ever-changing work environment. Learn best practices for embracing change and explore:  
  - The phases of change.  
  - How to recognize and overcome personal resistance to change.  
  - Strategies and skills to effectively manage change.  
  *This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification*                                                                                                                                                                                                               |
# Career and Learning Catalog

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| **Effective Presentation Skills (Enhanced)!**                               | Learn and practice methods to confidently deliver presentations that achieve their desired purpose. | Giving effective presentations is an essential skill for career success. This two session* workshop is designed to provide you with the presentation skills you need to enhance your impact. Learn techniques to capture audience attention; and practice and develop your delivery skills. You will have the opportunity to be videotaped and receive feedback. Improve your ability to:  
  - Identify your purpose and analyze your audience.  
  - Organize your content based on audience needs.  
  - Practice physical delivery skills (eye contact, gestures, vocal variety) that engage your audience and enhance your credibility.  
  - Receive timely, practical feedback on your strengths and opportunities.  
  - Handle question and answer sessions.  
  * Two half day sessions, one week apart. |
| **Flawless Customer Service for Challenging Situations**                     | Learn the elements of successfully handling challenging customer interactions.            | As service providers, we provide competent, friendly and positive interactions for those we serve, but may struggle when faced with an interaction that has taken a turn for the worse. While challenging, these situations often offer the best opportunities to resolve customer issues and exceed their expectations. In this interactive session you will learn and practice:  
  - A four-step process for handling difficult interactions with dissatisfied customers that meets both their personal and practical needs.  
  - How to handle “imploders” and “exploders”.  
  - Methods to take care of yourself before, during and after difficult interactions.  
  Suggested pre-requisite: Communicating for Impact  
  *This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification* |
| **High Impact Feedback and Listening**                                       | Improve communication and teamwork skills to enhance your professional impact by learning the elements of constructive feedback and the power of active listening.                                                                 | Organizations and individuals thrive when members are capable and willing to provide colleagues with constructive feedback focused on results, contributions and improved performance. Using effective feedback and listening skills improves communication, strengthens team relationships and reduces challenging interactions. In this session you will learn and practice the skills required to effectively give and receive feedback:  
  - Recognize the importance of feedback and listening to the success of individuals, groups and the organization.  
  - Identify assumptions and behaviors that can become barriers to listening.  
  - Learn a set of skills and a feedback model to promote others’ receptivity to feedback.  
  Suggested pre-requisite: Communicating for Impact  
  *This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification* |

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<td><strong>Influencing Others</strong></td>
<td>The ability to influence others is essential for our effectiveness and accomplishment of University goals. Learn the art and science of speaking to influence, with or without authority, and be able to:</td>
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| Learn strategies and techniques to effectively influence others, up, down and across the University.  | - Encourage action by delivering clear, concise messages linked to the organization’s needs.  
- Handle resistance by responding to opinions and concerns.  
- Ensure action by developing concrete follow-up plans.  
- Get your workplace improvement and innovation ideas heard.  
This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification |
| **Managing High Work Demands and Pressure**  | Non-stop change. Faster pace. Expectations to achieve more with fewer resources. Competing priorities and the need to collaborate across departments. Sound stressful? It’s life at most organizations today. This workshop provides tools and strategies to stay resilient, focused and productive through challenging and demanding times. Learn:  
| This workshop provides tools and strategies to stay resilient, focused and productive through challenging and demanding times.  | - How to identify causes of stress and gain practical strategies to manage it.  
- Tools to identify your priorities and time wasters.  
- Ways to interact productively with personality types you find challenging. |
| **Managing Priorities**  | In today’s workplace, leaders and their teams must handle shifting or competing priorities to be effective. Challenges of all kinds wait to derail us: unclear priorities, constant distractions, pressure to multi-task, rambling meetings, email overload, 24/7 mobile technology, the inability to say “no,” and many others. To be successful, leaders and individuals must be able to manage their focus and requests. Be able to:  |
| Gain strategies and skills to handle shifting or competing priorities  | - Identify priorities  
- Manage your focus despite distraction  
- Manage requests in ways that maintain work relationships while allowing you to achieve results and take advantage of opportunities that surface. |
| **Managing Projects**  | Thinking like a project manager can help you coordinate work with others, launch a new initiative, or carry out a routine communication. The fundamental principles of project management: planning, implementation and evaluation are universally applicable. In this session learn how to:  |
| Learn and apply the fundamental principles of project planning, implementation and evaluation.  | - Cultivate a project-oriented mind-set.  
- Identify the stakeholders and results that drive your project plan.  
- Avoid common errors in project management.  
- Use easy and customizable project planning and management tools. |

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| Navigating Beyond Conflict                       | Identify and practice the steps you can take to minimize or prevent conflict and strengthen a culture of trust and problem solving.                                                             | Handled constructively, conflict drives innovation and strengthens teams. Unaddressed, conflict can escalate causing damaged relationships and lost productivity. In this participative workshop, you will learn and practice the steps you can take to minimize or prevent conflict and strengthen a culture of trust and mutual respect. Topics covered:  
  - Discover your conflict resolution strengths and areas for development.  
  - Behavior choices that direct situations from conflict towards collaboration.  
  - How to successfully plan and conduct conflict resolution discussions.  
  
  Suggested pre-requisite: Communicating for Impact  
  *This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification*|
| Networking for Enhanced Collaboration             | Build collaboration and teamwork skills while learning a practical method to develop the work networks you need to be successful in your role and career.                                             | The ability to cultivate effective networks and strong working relationships is essential to your job and career success, in fact, getting things done in the University's diverse, global and decentralized environment requires it. Increase your personal and team value by learning how to create and maintain a network of colleagues you can contact for information, advice and coaching. This workshop teaches practical methods to:  
  - Identify the information and expertise you need, and who can provide it.  
  - Effectively establish and build your network.  
  - Use three “Ps” of networking and 5 Key Principles to enhance your effectiveness.  
  
  *This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification* |
| Planning & Organizing Your Work                  | Learn tips, tools and strategies to plan, organize and manage your workload.                                                              | Does it ever feel like your workload is in control of you, instead of the other way around? Can you find what you need when you need it? Does everything feel urgent? Join us for this practical workshop and learn:  
  - Prioritization fundamentals.  
  - A five-step process to gain control of your workflow.  
  - How to find the organization system that works for you. |
| Presentation Delivery Skills                      | Learn and practice the fundamentals of public speaking.                                                                                   | What makes a good presenter? Engaging your audience, use of effective delivery skills, knowledge of your strengths, and practice! This experiential workshop will provide the how-to’s for effective presentation delivery along with opportunities to practice and receive feedback from peers. Improve your ability to:  
  - Control nervousness.  
  - Use gestures and vocal variety to add impact.  
  - Handle audience interaction. |
| Reacting to Challenging Situations Effectively    | Gain strategies to address and channel strong emotions, both yours and others’, productively and intelligently.                               | Our rigorous and intense work environment brings us face to face with emotionally complex situations. Directed emotions can add motivation and positive intensity to our work, while ‘run-away’ emotions can derail productivity and relationships. Gain strategies to address strong emotions including:  
  - Awareness of factors that cause your emotions to intensify.  
  - Techniques to manage strong emotions and focus on getting work done.  
  - Ability to respond to other’s strong emotions in positive ways. |

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| **Time Management**  | Learn the elements of effective time management. Do you have a clear understanding of your priorities and are you organized to accomplish them? Does it feel like you move from one crisis to the next with no time to focus on important, longer term tasks? Learn the elements for effective time management and gain skills to improve your organization skills and increase productivity. Get tools and strategies to:  
- Improve your planning and organization.  
- Manage distractions and interruptions.  
- Manage email.  
- Avoid procrastination and over-commitment. |
| **Training Delivery (New)** | Be able to present and facilitate engaging, effective training. Successful, impactful training depends on sound design and delivery. This workshop will focus on the fundamentals of training delivery, where presentation and facilitation meet. Learn to:  
- Create an environment conducive to active learning  
- Identify and utilize effective delivery and facilitation practices.  
- Gain strategies to handle challenging participants or training situations.  
Suggested pre-requisite: Effective Presentation Skills or Presentation Delivery Skills |
| **Understanding & Using Personality Style for Improved Communication** | Use the Myers-Briggs Personality Type framework to gain strategies for effective communication within and across type styles. This practical workshop will use the Myers-Briggs Personality Type Indicator (MBTI) to determine your style preferences and help you identify how you can work more productivity with others. In this workshop you will:  
- Assess and identify your Myers-Briggs Type through use of the indicator questionnaire, and small group activities.  
- Foster an appreciation of the strengths and blind spots of different personality types, and the role each plays in maintaining effective work teams and workplaces.  
- Gain tips and strategies to communicate effectively with different types. |

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| Achieving Your Leadership Potential | Become a more effective and successful leader by learning how to take your leadership to the next level. Effective Leadership is a competitive advantage for any organization, and making good leaders better is the key. This workshop accelerates your development and provides you with a process to assess your leadership strengths and weaknesses, set meaningful goals linked to the University's objectives, and create a plan to assess your progress. For this hands on workshop you will:  
  - Complete the pre-work Handbook for Learning Leaders.  
  - Strengthen your agility using a three step process: Diagnose, Plan and Execute.  
  - Use the University's goals and 7 leadership imperatives to align your personal plan.  
Suggested pre-requisite: Essentials of Leadership  
*This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification* |
| Adaptive Leadership | Flexing your leadership style can make you more effective for those you lead and the situations you face. Adaptive leadership raises your awareness of the differences among people and situations. Learn how to enhance the effectiveness of your interactions by adapting your approach based on what people want to discuss and how they will respond. Create higher levels of engagement to achieve organizational results by learning practical ways to flex your style:  
  - Identify six work styles and the opportunities and challenges they represent.  
  - Identify which skills to use, depending on the purpose of the discussion.  
  - Use a robust, practical tool to craft a strategy that matches your leadership style to the needs of the situation and the individual involved.  
Suggested pre-requisite: Essentials of Leadership  
*This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification* |
| Coaching for Peak Performance | Learn a coaching framework and techniques to effectively coach individuals and teams to enhance their performance and engagement. Effective coaching is one of the most important skills a leader can use to drive individual and team performance. Whether you are guiding people toward success in new or challenging situations, or helping people improve or enhance their work performance, your ability to coach and provide feedback will make the difference between mediocrity and high performance, compliant or engaged behavior. Be able to:  
  - Identify coaching opportunities and approaches to increase receptivity.  
  - Apply a coaching framework and techniques to an upcoming opportunity.  
  - Match effective strategies to proactive and reactive coaching situations.  
Suggested pre-requisite: Essentials of Leadership  
*This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification* |

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| **Conducting Performance Appraisals** | Learn how to prepare yourself and your employees for a productive performance appraisal discussion. Get practical strategies to prepare yourself to conduct annual appraisal discussions in ways that motivate and engage your employees. This workshop provides you with practical tools to keep your discussions organized and focused, and opportunities to build your skills and confidence. Be able to:  
  - Plan effectively and efficiently for appraisal discussions.  
  - Demonstrate fundamental principles of effective appraisals.  
  - Use a tactic for giving feedback that focuses on specific facts and behaviors, and increases receptivity. |
| **Performance Appraisals- An Overview** | Get tips and tools to prepare yourself and your employees for productive, effective Performance Appraisals. This 2 hour session for supervisors and managers will review the elements of planning for and conducting effective performance appraisals. It will highlight resources and tools that are available to support both employees and managers, and provide best practice tips and guidance for managers. |
| **Creating a Service Culture** | Clarify your team's service mission and identify ways to remove obstacles and align service delivery to meet customer needs. The responsibility of creating a team focused on exceptional service delivery starts with its leader. Training team members on service skills is important; but, it is not enough. To ensure outstanding service delivery leaders must know how to create and sustain a culture that values exceptional service delivery. In this session you will clarify your team's service mission and:  
  - Identify obstacles to and opportunities for high levels of service delivery.  
  - Adopt a focus that identifies the results most valued by your customers.  
  - Inspire your team to act in ways that increase satisfaction and positive feedback and reduce complaints and conflict.  
  *This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification.* |
| **Delegating for Results** | Learn techniques to maximize delegation success by matching people, responsibility and authority. Do you spend valuable time on tasks and responsibilities others could do? Are you eager to delegate, but hesitate because it feels time intensive or you've been disappointed with past results? Then take a fresh look at this critical tool for employee development and leadership effectiveness. Leave this workshop with the ability to:  
  - Identify and overcome barriers that keep you from delegating.  
  - Hardwire success by matching people, responsibility and authority.  
  - Effectively monitor progress and results.  
  - Avoid “reverse delegation”.  
  Suggested pre-requisite: Essentials of Leadership  
  *This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification.* |

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| Essentials of Leadership              | Learn the foundation skills and behaviors that will enhance both your effectiveness as a leader, and the performance of your team. | Successful leaders get things done through people and multiply their effectiveness by inspiring motivation and engagement. Whether you are a new or seasoned leader; receive useful tools you can apply immediately to improve performance and achieve results. In this participative workshop you will:  
  - Assess your leadership strengths and areas for development.  
  - Learn elements of building effective relationships that deliver results.  
  - Learn steps to give meaningful feedback that will be accepted and acted upon.  
  *This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification* |
| Getting Started as a New Leader       | For new leaders: get oriented quickly, focus on what’s critical and increase your ability to get things done through others. | The transition from individual contributor to leader is momentous; full of promise and pitfalls. This workshop arms new leaders with the knowledge and skills to get oriented quickly, focus on what’s critical to your team and the organization and increase your ability to get things done through others. Using proven leadership accelerators you will:  
  - Learn how to identify the organizational strategies on which your team can have the biggest impact.  
  - Assess your teams’ skills.  
  - Explore what it means to be authentic and how to seek and be receptive to feedback; your secret developmental weapon.  
  *This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification* |
| Giving Constructive Feedback          | Learn and practice feedback skills to improve performance and promote problem solving. | One of a manager’s most important tools to improve, maintain or accelerate performance is the ability to provide timely, specific and constructive feedback. Learn skills to give feedback in a way that builds openness and mutual respect and promotes problem solving and learning. Strengthen your skills to:  
  - Increase receptivity and focus on problem solving.  
  - Use a method that builds trust and involvement.  
  - Prepare for and handle challenging responses. |
| Influential Leadership                | Learn how to gain influence and build partnerships in situations where you need support but have little or no direct authority. | Success often depends on a leader’s ability to build partnerships and get things done through others – those outside their line of reporting, or those who outrank them. Welcome to the age of influence, where effective leaders don’t, or can’t, throw their weight around to make things happen, even with direct reports. Influential leadership helps leaders get their good ideas heard, accepted and enacted. Be able to:  
  - Capture attention, change perspectives and make things happen.  
  - Clearly link ideas and recommendations to changes that will positively impact individuals, your team or the University.  
  - Express yourself with conviction and enthusiasm to gain commitment.  
  Suggested pre-requisite: Essentials of Leadership  
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| **Leading Change**                                                 | Learn how to implement change effectively and create an environment conducive to change. | 70% of workplace change initiatives fail because leaders aren’t skilled in how to implement change effectively. Learn how to use three key change accelerators to help your team embrace change successfully. Participants will be able to:  
  - Clearly communicate the change rationale and benefits.  
  - Prepare your team for success and minimize the potential negative effects change can have on morale and productivity.  
  - Focus your team on the aspects of change you can control or influence.                                                                                                                                                                                                                                                                                                           |
| **Leading Effective Meetings**                                     | Learn how to plan for and lead productive meetings that accomplish results.           | Meetings are a great tool for achieving results when the right people meet with a clear purpose and specific agenda. Many people say they hate meetings; what they really hate are unproductive and poorly run meetings. Master the three components of effective meetings: planning, facilitation and follow-up, and learn how to:  
  - Determine when a meeting is necessary and who should attend.  
  - Deal with challenges that cause meetings to get off track.  
  - Follow-up for results.  
  
  Suggested pre-requisite: Essentials of Leadership  
  *This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification*                                                                                                                                                                                                                                                                                        |
| **Leading High Performing Teams**                                 | Learn a systemic approach to maximize your team’s performance by eliminating barriers and unleashing individual performance. | Ever wonder what distinguishes ordinary teams from high-performing ones? Successful teams have leaders who serve as catalysts. This interactive, tool-filled workshop explores:  
  - Team performance factors and the characteristics of high-performing teams.  
  - A structured process to diagnose and reduce inhibitors to team performance.  
  - How to transition your team to more effective levels of performance.  
  You will leave with a transition plan that identifies high priority action items to eliminate barriers your team faces, and maximize the contributions of your team members.  
  
  Suggested pre-requisite: Essentials of Leadership  
  *This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification*                                                                                                                                                                                                                                                                                        |
| **Making High Quality Decisions**                                 | Master a systemic approach to make decisions and solve problems efficiently and with greater confidence. | Making sound decisions and solving problems is a skill that benefits both individuals and organizations. You may have experienced the frustrating consequences of a decision that solved the wrong problem, or a decision maker that hesitated. Learn how to avoid these outcomes, and master a systematic approach to making better and faster decisions that drive results. Participate with peers to learn:  
  - Ways to identify and avoid decision making traps.  
  - Identify your problem solving strengths and areas for development.  
  - A five-step decision making/problem solving method.  
  
  *This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification*                                                                                                                                                                                                                                                                                        |

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| **Managing to Improve Performance** | Learn effective actions to address and improve team members’ performance that is below expectations. This workshop will help you to take action, based on best practices, to address serious and ongoing performance problems or work habits. Find out how to:  
  - Provide a clear understanding of what a poor performer must do to improve.  
  - Be clear on the consequences if a poor performer fails to improve.  
  - Take appropriate actions to address chronically poor performance or issues of misconduct.  
  - Minimize the impact of poor performers on your work team.  
  Suggested pre-requisite: Essentials of Leadership  
  *This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification* |
| **Motivating Others** | Learn how to create a work environment that encourages high performance and unleashes motivation. Successful leaders inspire and spark peak performance in those they lead, and reap the rewards of motivated teams through results achievement and retention. Find out how to proactively create an environment where people are highly motivated to perform. Bring your motivational challenges and success experiences to this workshop and find out how to:  
  - Distinguish motivation from performance and training issues.  
  - Leverage the three factors that most affect motivation: focused work, interpersonal support and individual value, to achieve results.  
  - Create a plan to remove barriers and unleash individual and team motivation.  
  Suggested pre-requisite: Essentials of Leadership  
  *This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification* |
| **Performance Appraisals - An Overview** | Get tips and tools to prepare yourself and your employees for productive, effective Performance Appraisals. This 2 hour session for supervisors and managers reviews the elements of planning for and conducting effective performance appraisals. It will highlight resources and tools that are available to support both employees and managers, and provide best practice tips and guidance for managers.  
  Suggested pre-work - Chalk e-learning module: Performance Appraisals. |
| **Resolving Conflict** | Recognize the signs of conflict and choose the appropriate level of involvement to resolve the issue. Managing conflict successfully can lead to new solutions, a more effective team and retention of high-performing individuals. It also avoids the damage that escalated conflict causes, including low morale and productivity. This workshop will help you to recognize the signs of conflict and choose the appropriate level of involvement to help resolve the issue.  
  Through observation and action, you will:  
  - Learn effective tools to resolve conflict.  
  - Conduct practice sessions using coaching and mediation resolution tactics.  
  - Learn ways to diffuse strong emotions and challenging situations.  
  Suggested pre-requisite: Essentials of Leadership  
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| Setting Performance Expectations | Establishing clear, measurable performance expectations creates the environment for individuals to perform successfully. Providing ongoing feedback keeps them on track. In this practical and interactive course managers and supervisors will learn and practice how to:  
- Prepare for and conduct effective discussions that achieve understanding, alignment and agreement.  
- Use criteria that drive clear, measurable and “S.M.A.R.T.” objectives.  
- Give ongoing feedback.  
- Develop approaches to anticipate and handle challenges that arise during performance expectations discussions.  
Suggested pre-requisite: Essentials of Leadership  
*This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification* |
| Strengthening Your Partnerships | In our dynamic and decentralized organization, we must collaborate effectively, both internally and externally, to achieve departmental and University goals. As a leader, you play a key role in building and encouraging partnerships. Creating effective partnerships is also a hallmark of leadership success. This workshop will provide you with:  
- Partnership success factors framework  
- Checkpoint tool to focus on important issues and promote open communication  
- Strategies to address partnership challenges  
Suggested pre-requisite: Essentials of Leadership  
*This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification* |
| Writing Performance Appraisals | Preparing for performance appraisals can be stressful for both managers and employees. Learn how to prepare yourself and your employees for a productive appraisal experience. Be able to:  
- Understand how the performance appraisal fits into the ongoing performance management cycle.  
- Implement strategies for gathering data that is focused on results, behaviors and facts.  
- Know the key criteria for writing clear and concise performance summaries.  
- Identify common rating errors and ways to avoid them. |

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<th>High-Level Description</th>
</tr>
</thead>
</table>
| **Introduction to Presentation Design Principles** | Learn the fundamentals of designing presentations that achieve your purpose and objectives. | Delivering effective presentations takes careful planning. This workshop will take you through a step-by-step process with tools to help you plan and design presentations that achieve your desired outcome. Learn how to:  
  - Identify your purpose and audience.  
  - Methods to organize your presentation for impact  
  - Tips for visuals. |
| **Elements of Effective Meetings**             | Learn the essentials of effective meetings, and ways to become a more effective meeting leader or participant. | Productive meetings utilize resources (time and energy) to achieve team and organization goals efficiently. Ineffective meetings can feel frustrating and wasteful. Learn the essentials to plan for and conduct impactful meetings, as well as ways to become a more effective participant.  
  - Plan your meeting purpose and identify the right attendees.  
  - Get tools and templates for meeting management (Agendas, Action Plans).  
  - Get process tips to manage participation and encourage involvement. |
| **Introduction to Managing Projects**          | Understand the steps to create and implement project plans.                           | Project planning skills enable us to succeed in our professional and personal life. What does it mean to think like a project manager? What are the key questions and considerations that go into creating a project plan? Get a clear understanding of the elements of project management, and how they help you increase your productivity and effectiveness. |
| **Introduction to Time Management**            | Learn fundamental time management concepts and tools to foster your productivity.      | This webinar provides time management tips and tools to help you become more productive. Learn how to:  
  - Identify priorities aligned with department and organization goals.  
  - Distinguish between urgent and important tasks.  
  - Get organized and keep track of your time, tasks and progress. |
| **Managing Up**                                | Examine the essential elements of creating win-win relationships with your manager and others in positions of authority. | Explore the benefits of creating stronger work relationships with those in positions of authority and practical strategies for doing so. Whether you call it ‘courageous followership’ or ‘influencing upwards’, managing up can have a positive impact on goal achievement, career success and organizational excellence. In this interactive webinar we will:  
  - Define what managing up is, and is not.  
  - Examine the benefits it provides to you and those above.  
  - Learn five key elements of effectively “managing up”. |
| **Planning for Your Professional Development**  | Commit to identifying and pursuing professional development that will enhance your UChicago career success. | Dedicate yourself to your professional growth and development. During this webinar learn how to:  
  - Identify your professional development needs.  
  - Set meaningful goals.  
  - Create a plan.  
  - Locate appropriate development resources. |
| **Thriving When Work Pressure is High**        | Get tips and tools to manage your work stressors productively.                       | Stress by itself is neither good nor bad. A certain level of it in our lives sparks achievement. But when stress starts to feel overwhelming, it can adversely impact performance, work relationships and morale. In this one hour Webinar, learn how to identify you causes of stress and gain practical strategies to manage it. |
### Writing Courses

<table>
<thead>
<tr>
<th>Course</th>
<th>One-Line Description</th>
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</thead>
<tbody>
<tr>
<td><strong>Advanced Business Writing</strong></td>
<td>Focusing on the writing process from start to finish, this course will go beyond the basics to give you the information you need to produce clear, concise, and coherent business documents.</td>
</tr>
<tr>
<td><strong>Better Business Grammar and Usage</strong></td>
<td>Learn how to avoid embarrassing mistakes in your everyday business correspondence with this comprehensive and lively review of the basic principles of grammar, capitalization, word usage and sentence structure.</td>
</tr>
<tr>
<td><strong>Fifteen Common Writing Mistakes</strong></td>
<td>Learn how to identify and correct 15 of the most common grammar and punctuation errors so that you can feel more secure about your writing and concentrate on what you want to say.</td>
</tr>
<tr>
<td><strong>Get Your Message Across -- Creating, Designing, and Writing Successful Newsletters</strong></td>
<td>Learn how to create, design, write, and edit a newsletter for your department and whether a paper copy or an online version would work best.</td>
</tr>
<tr>
<td><strong>Getting your E-mails Read: Writing Effective e-mail Messages</strong></td>
<td>Learn how to organize and plan your e-mail messages before you write. Eliminate rambling and unclear e-mail messages.</td>
</tr>
<tr>
<td><strong>Perfecting Your Punctuations</strong></td>
<td>Learn the basic rules of punctuation skills through a classroom discussion and written exercise.</td>
</tr>
<tr>
<td><strong>Polishing your Prose</strong></td>
<td>Learn how to analyze a first draft by reviewing eight important criteria including readability and organization.</td>
</tr>
<tr>
<td><strong>Proofread Like a Pro</strong></td>
<td>Learn proofreading strategies; proofread for overall coherence and organization; and spot and correct the most common mechanical errors.</td>
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<tr>
<td><strong>Writing Clearly and Concisely</strong></td>
<td>Learn how to correct wordy, complicated sentences and get to the point. Omit unnecessary words, phrases and sentences</td>
</tr>
<tr>
<td><strong>Writing Effective Meeting Minutes</strong></td>
<td>Learn how to determine what style of meeting minutes your department wants or needs.</td>
</tr>
<tr>
<td><strong>Writing for Results: Effective Letters, Memos, and E-mails</strong></td>
<td>Learn how to organize and write strong, action-oriented business correspondence that will get your reader's attention and the results you want.</td>
</tr>
<tr>
<td><strong>Writing for Someone Else's Signature</strong></td>
<td>Learn how to recognize individual writing styles and word patterns so that you can imitate your manager more easily.</td>
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<tr>
<td><strong>Writing with Style</strong></td>
<td>Learn how to make your writing more interesting by varying your sentence length and sentence structure.</td>
</tr>
</tbody>
</table>

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- Colored icons indicate the courses that are included in the Career and Learning Essentials curriculum.

(July 2015)
## Computer Courses

<table>
<thead>
<tr>
<th><strong>One-Line Description</strong></th>
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<tbody>
<tr>
<td><strong>Microsoft Office</strong></td>
</tr>
<tr>
<td>Access Level 1</td>
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<tr>
<td>Access Level 2</td>
</tr>
<tr>
<td>Access Level 3</td>
</tr>
<tr>
<td>Excel Level 1</td>
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<tr>
<td>Excel Level 2</td>
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<tr>
<td>Excel Level 3</td>
</tr>
<tr>
<td>Excel Level 4</td>
</tr>
<tr>
<td>Excel Basics Tips/Tricks</td>
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<tr>
<td>Excel Advanced Tips/Tricks</td>
</tr>
<tr>
<td>Excel PivotTables Tips/Tricks</td>
</tr>
<tr>
<td>Excel Charts &amp; Graphs Tips/Tricks</td>
</tr>
<tr>
<td>Outlook Tips/Tricks</td>
</tr>
<tr>
<td>PowerPoint Level 1</td>
</tr>
<tr>
<td>PowerPoint Level 2</td>
</tr>
<tr>
<td>PowerPoint Tips/Tricks</td>
</tr>
<tr>
<td>Project Level 1</td>
</tr>
<tr>
<td>Project Level 2</td>
</tr>
<tr>
<td>Visio Level 1</td>
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<tr>
<td>Word Level 1</td>
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<tr>
<td>Word Level 2</td>
</tr>
<tr>
<td>Word Level 3</td>
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<tr>
<td>Word Tips/Tricks</td>
</tr>
<tr>
<td>SharePoint</td>
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<tr>
<td>Adobe</td>
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<tr>
<td>Acrobat Level 1</td>
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<tr>
<td>Dreamweaver Level 1</td>
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<tr>
<td>Illustrator Level 1</td>
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<tr>
<td>InDesign Level 1</td>
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## Computer Courses

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<tr>
<td><strong>InDesign Level 2</strong></td>
</tr>
<tr>
<td>Learn how to handle page elements, graphics, and paths. Learn how to develop Bézier</td>
</tr>
<tr>
<td>paths, manage long documents, and import and export files.</td>
</tr>
<tr>
<td><strong>Photoshop Level 1</strong></td>
</tr>
<tr>
<td>Learn how to create original images or modify photos using a full assortment of</td>
</tr>
<tr>
<td>painting, drawing, and retouching tools.</td>
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<tr>
<td><strong>Photoshop Level 2</strong></td>
</tr>
<tr>
<td>Learn how to enhance the images and work with videos.</td>
</tr>
<tr>
<td><strong>Photoshop Color &amp; Print</strong></td>
</tr>
<tr>
<td>Learn how to enhance the appearance of images so that the print output is consistent</td>
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<tr>
<td>and has good clarity.</td>
</tr>
<tr>
<td><strong>Mac</strong></td>
</tr>
<tr>
<td><strong>IPad Fundamentals Skills</strong></td>
</tr>
<tr>
<td>Learn iPad commands, system settings and customization, and how to manage email and</td>
</tr>
<tr>
<td>contacts.</td>
</tr>
<tr>
<td><strong>IPad Advanced Skills</strong></td>
</tr>
<tr>
<td>Learn how to manage the calendar, contacts, using iBooks, managing music and videos,</td>
</tr>
<tr>
<td>iMessage making video calls with facetime (similar to Skype), working with picture.</td>
</tr>
</tbody>
</table>