

# TRAINING & DEVELOPMENT COURSE CATALOG

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UChicago employees advance the work of our renowned urban research university. Grow professionally and promote the success of the University through the Professional Development, Personal Development, and Writing courses offered by Human Resources.



### Training and Development Catalog

This is a catalog outlines all Training & Development courses being offered. Customized training options are available by contacting [hr-training@uchicago.edu](mailto:hr-training@uchicago.edu) or 773-702-9600. All Professional Development courses are color coded to align with Performance Management competency pillars: value creation, execution excellence, and talent investment.

Professional Development		
Course Title	Target Audience*	Description
<b>The ART of Interviewing</b> ●	Hiring managers or individuals who conduct interviews	Gain skills to run an effective interview that yields meaningful behavioral data. This course focuses on the responsibility of the interviewer to provide the job candidate with a quality experience and explores the consequences of interviewer behaviors. It raises learners’ awareness of the important role that they play, and covers the following areas: <ul style="list-style-type: none"> <li>• Applicant experience</li> <li>• How to pose questions that yield the most information</li> <li>• Types of interview questions to avoid</li> </ul>
<b>Coaching for Peak Performance</b> ●	Supervisors or individuals in a position to provide performance guidance	Effective coaching is an important and effective skill for driving individual and team performance. The ability to coach and provide feedback will make the difference between mediocrity and high performance. Learn how to: <ul style="list-style-type: none"> <li>• Identify coaching opportunities and approaches to increase receptivity.</li> <li>• Apply a coaching framework and techniques to an upcoming opportunity.</li> <li>• Match effective strategies to proactive and reactive coaching situations.</li> </ul> <i>Suggested pre-requisite: Essentials of Leadership</i> <i>This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification and PDCs for SHRM-CP or SHRM-SCP recertification</i>
<b>Communicating for Impact</b> ●	Everyone	Effective communicators achieve results, have stronger working relationships and handle challenging interactions effectively. In this interactive workshop, participants will learn behaviors, tactics and skills to: <ul style="list-style-type: none"> <li>• Enhance their impact by meeting both personal and practical needs of those with whom they communicate.</li> <li>• Use a set of interaction process skills to conduct effective discussions that achieve results.</li> <li>• Apply skills to a current challenging communication situation.</li> </ul> <i>This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification and PDCs for SHRM-CP or SHRM-SCP recertification</i>
<b>Delegating for Results</b> ●	Supervisors	Learn to look at delegation as a means for employee development and leadership effectiveness. Leave this workshop with the ability to: <ul style="list-style-type: none"> <li>• Identify and overcome barriers that keep people from delegating.</li> <li>• Hardwire success by matching people, responsibility and authority.</li> <li>• Effectively monitor progress and results.</li> <li>• Avoid “reverse delegation”.</li> </ul> <i>Suggested pre-requisite: Essentials of Leadership</i> <i>This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification and PDCs for SHRM-CP or SHRM-SCP recertification</i>

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<b>Engaging and Retaining Talent</b> ●	Supervisors	Acquire techniques for building employee engagement. This course provides a model to determine what drives each individual's engagement, and methods for proactive engagement and talent retention. Participants learn how to conduct engagement and retention conversations. They explore ways to offer recognition and create an engaging environment using no-cost "everyday engagers."
<b>Essentials of Leadership</b> ●	Supervisors	Enhance effectiveness as a leader and the performance of a team by learning foundational skills and behaviors to motivate and engage. Gain useful tools that can be applied immediately to improve performance and achieve results. In this interactive workshop participants will: <ul style="list-style-type: none"> <li>• Assess leadership strengths and areas for development.</li> <li>• Learn elements of building effective relationships that deliver results.</li> <li>• Learn steps to give meaningful feedback that will be accepted and acted upon.</li> </ul> <i>This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification and PDCs for SHRM-CP or SHRM-SCP recertification</i>
<b>Flawless Customer Service for Challenging Situations</b> ●	Everyone	Service providers deliver competent and positive interactions, but may struggle when faced with difficult exchanges. Though challenging, these situations often offer the best opportunities to resolve customer issues and exceed expectations. In this interactive session, learn and practice: <ul style="list-style-type: none"> <li>• A four-step process for handling difficult interactions with dissatisfied customers.</li> <li>• How to handle "imploders" and "exploders."</li> <li>• Coping before, during and after difficult interactions.</li> </ul> <i>Suggested pre-requisite: Communicating for Impact</i> <i>This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification and PDCs for SHRM-CP or SHRM-SCP recertification</i>
<b>Fostering Innovation</b> ●	Everyone	Learn how to create and foster an environment where employees can be consistently innovative. This course provides a practical approach, and tools and techniques, to help leaders and their teams think differently about how they work and to help them generate new ideas that add value to the unit and the University. Leaders also learn what they can say and do to foster innovation with their teams.
<b>Getting Started as a New Leader</b> ●	New supervisors	The transition from individual contributor to leader is momentous; full of promise and potential pitfalls. This workshop arms new leaders with the knowledge and skills to get oriented quickly, focus on what's critical to teams and the organization, and increase the ability to achieve results through others. Using proven leadership accelerators participants will: <ul style="list-style-type: none"> <li>• Learn how to identify the organizational strategies on which their team can have the biggest impact.</li> <li>• Assess teams' skills.</li> <li>• Explore what it means to be authentic and how to seek and be receptive to feedback.</li> </ul> <i>This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification and PDCs for SHRM-CP or SHRM-SCP recertification</i>
<b>Giving Constructive Feedback</b> ●	Supervisors	Feedback is crucial to improve, maintain or accelerate performance. Learn and practice skills to give feedback that build openness and mutual respect and promote problem solving and learning. Strengthen skills to: <ul style="list-style-type: none"> <li>• Increase receptivity and focus on problem solving.</li> <li>• Use a method that builds trust and involvement.</li> <li>• Prepare for and handle challenging responses.</li> </ul>
<b>Goal Setting</b> ●	Everyone	This session will offer best practices for establishing meaningful and achievable performance goals. Utilize tools to support both employees and managers in creating Individual Growth and Development plans that are linked to individual, department and organization needs.



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<b>High Impact Feedback and Listening</b> ●	Everyone	<p>Enhance professional impact by learning the elements of constructive feedback and the power of active listening. Constructive feedback focuses on results, contributions and improved performance, and can strengthen relationships and reduce challenging interactions. In this session, learn and practice the skills required to effectively give and receive feedback:</p> <ul style="list-style-type: none"> <li>• Recognize the importance of feedback and listening to the success of individuals, groups and the organization.</li> <li>• Identify assumptions and behaviors that can become barriers to listening.</li> <li>• Learn the skillset that promote others' receptivity to feedback.</li> </ul> <p><i>Suggested pre-requisite: Communicating for Impact</i>  <i>This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification and PDCs for SHRM-CP or SHRM-SCP recertification</i></p>
<b>Influencing for Organizational Impact</b> ●	Supervisors	<p>Leaders learn how to create an influence strategy that clearly links their ideas and recommendations to changes that will have a positive impact on individual, team, and organizational performance. Components include: strategy, packaging, commitment, and call to action.</p>
<b>Influencing Others</b> ●	Everyone	<p>The ability to influence others is essential for our effectiveness and accomplishment of University goals. Learn to speak with influence, with or without authority, as well as:</p> <ul style="list-style-type: none"> <li>• Encourage action by delivering clear, concise messages linked to the organization's needs.</li> <li>• Handle resistance by responding to opinions and concerns.</li> <li>• Develop concrete follow-up plans.</li> <li>• Ensure ideas are heard.</li> </ul> <p><i>This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification and PDCs for SHRM-CP or SHRM-SCP recertification</i></p>
<b>Influential Leadership</b> ●	Everyone	<p>Success often depends on a leader's ability to build partnerships and get results through others – with either those outside their line of reporting, or those who outrank them. Influential leadership helps leaders get their good ideas heard, accepted and enacted. Be able to:</p> <ul style="list-style-type: none"> <li>• Capture attention, change perspectives and make things happen.</li> <li>• Clearly link ideas and recommendations to changes that will positively impact individuals, teams or the University.</li> <li>• Show conviction and enthusiasm to gain commitment.</li> </ul> <p><i>Suggested pre-requisite: Essentials of Leadership</i>  <i>This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification and PDCs for SHRM-CP or SHRM-SCP recertification</i></p>
<b>Leading Change</b> ●	Everyone	<p>Learn how to implement change effectively and create an environment conducive to change. Use three key change accelerators to help your team embrace change successfully. Participants will be able to:</p> <ul style="list-style-type: none"> <li>• Clearly communicate the change rationale and benefits.</li> <li>• Prepare your team for success and minimize the potential negative effects change can have on morale and productivity.</li> <li>• Focus your team on the aspects of change you can control or influence.</li> </ul>
<b>Managing High Work Demands and Pressure</b> ●	Everyone	<p>Do more with less. Non-stop change. Sound familiar? This workshop provides tools and strategies to stay resilient, focused and productive through challenging and demanding times. Learn:</p> <ul style="list-style-type: none"> <li>• How to identify causes of stress and gain practical strategies to manage it.</li> <li>• Tools to identify priorities and time wasters.</li> <li>• Ways to interact productively with different personality types.</li> </ul>

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<b>Managing Priorities</b> ●	Everyone	In today's workplace, leaders and their teams must handle shifting or competing priorities to be effective. To be successful, leaders and individuals must be able to manage their focus and requests. Through techniques learned in this course, be able to: <ul style="list-style-type: none"> <li>• Identify priorities.</li> <li>• Manage focus despite distraction.</li> <li>• Manage requests in ways that maintain work relationships while still achieving results and taking advantage of opportunities that surface.</li> </ul>
<b>Managing Projects</b> ●	Everyone	Thinking like a project manager can help us whether we are coordinating work with others, launching a new initiative, or carrying out a routine communication. The fundamental principles of project management: planning, implementation and evaluation are universally applicable. Learn how to: <ul style="list-style-type: none"> <li>• Cultivate a project-oriented mind-set</li> <li>• Identify the stakeholders and results that drive your project plan</li> <li>• Use easy and customizable project planning and management tools</li> <li>• Avoid common errors in project management</li> </ul>
<b>Navigating Beyond Conflict</b> ●	Everyone	Handled constructively, conflict drives innovation and strengthens teams. Unaddressed, conflict can escalate, causing damaged relationships and lost productivity. In this participative workshop, learn and practice the steps to minimize or prevent conflict and strengthen a culture of trust and mutual respect. Topics covered: <ul style="list-style-type: none"> <li>• Discover conflict resolution strengths and areas for development.</li> <li>• Behavior choices that steer situations from conflict towards collaboration.</li> <li>• How to successfully plan and conduct conflict resolution discussions.</li> </ul> <p>Suggested pre-requisite: Communicating for Impact  <i>This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification and PDCs for SHRM-CP or SHRM-SCP recertification</i></p>
<b>Presentation Delivery Skills</b> ●	Everyone	What makes a good presenter? Engaging an audience, using effective delivery skills 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 the ability to: <ul style="list-style-type: none"> <li>• Control nervousness</li> <li>• Use gestures and vocal variety to add impact.</li> <li>• Handle audience interaction</li> </ul>
<b>Reacting to Challenging Situations Effectively</b> ●	Everyone	Rigorous and intense work environments bring us face-to-face with emotionally complex situations. Directed emotions can add motivation and positive intensity to work, while 'run-away' emotions can derail productivity and relationships. Gain strategies to address strong emotions including: <ul style="list-style-type: none"> <li>• Awareness of factors that cause emotions to intensify.</li> <li>• Techniques to manage strong emotions and focus on getting work done.</li> <li>• Ability to respond to other's emotions in positive ways.</li> </ul>
<b>Resolving Conflict</b> ●	Everyone	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 participants recognize signs of conflict and choose the appropriate level of involvement to help resolve the issue. Through observation and action, participants will: <ul style="list-style-type: none"> <li>• Learn effective tools to resolve conflict.</li> <li>• Conduct practice sessions using coaching and mediation resolution tactics.</li> <li>• Learn ways to diffuse strong emotions and challenging situations.</li> </ul> <p>Suggested pre-requisite: Essentials of Leadership  <i>This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification and PDCs for SHRM-CP or SHRM-SCP recertification</i></p>



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<b>Setting Performance Expectations</b> ●	Supervisors	<p>Establishing clear, measurable performance expectations creates an environment for individuals to perform successfully. In this practical and interactive course, managers and supervisors will learn how to:</p> <ul style="list-style-type: none"> <li>• Prepare for and conduct effective discussions that achieve understanding, alignment and agreement.</li> <li>• Use criteria that drive clear, measurable and “S.M.A.R.T.” objectives.</li> <li>• Provide ongoing feedback.</li> <li>• Develop approaches to anticipate and handle challenges that arise during performance expectations discussions.</li> </ul> <p>Suggested pre-requisite: Essentials of Leadership  <i>This workshop is eligible for 3.5 CEUs from HRCI for PHR/SPHR recertification and PDCs for SHRM-CP or SHRM-SCP recertification</i></p>
<b>Strong Start</b>	Hiring managers and supervisors	<p>Give new employees the best possible start to their careers at UChicago. Elements of the course include:</p> <ul style="list-style-type: none"> <li>• How to effectively provide clear expectations</li> <li>• Set-up the new employee with purposeful, courageous networking</li> <li>• Use selection data and job requirements to start a strong development plan for new hires</li> </ul>
<b>Time Management</b> ●	Everyone	<p>Learn the elements for effective time management and gain skills to improve organization and increase productivity. Get the tools and strategies to:</p> <ul style="list-style-type: none"> <li>• Improve planning and organization.</li> <li>• Manage distractions, email and interruptions.</li> <li>• Avoid procrastination and over-commitment.</li> </ul>
<b>UChicago History</b> ●	Everyone	<p>Explore UChicago’s past in order to understand our present and future. Topics include UChicago’s founding, key figures, architecture, the arts, football, and many other topics.</p>
<b>Understanding &amp; Using Personality Style for Improved Communication</b> ●	Everyone	<p>Improve the efficiency of communications within and across different personality styles. This workshop will use the Myers-Briggs Personality Type Indicator (MBTI) to determine participants’ style preferences and help identify how to work more productively with others. In this workshop participants will:</p> <ul style="list-style-type: none"> <li>• Assess and identify Myers-Briggs Type through use of the indicator questionnaire, and small group activities.</li> <li>• Foster an appreciation of the strengths and blind spots of different personality types, as well as the role each plays in maintaining effective work teams and workplaces.</li> <li>• Gain tips and strategies to communicate effectively with different types.</li> </ul>
<b>Valuing Differences</b> ●	Everyone	<p>Valuing Differences shares effective skills and tools for exploring others’ unique perspectives, understanding and leveraging people’s inherent differences, challenging devaluing behavior, and creating an environment in which people’s differences are respected and utilized.</p>



Webinars	
	High-Level Description
<b>Elements of Effective Meetings</b>	<p>Productive meetings utilize resources (time and energy) to achieve 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.</p> <ul style="list-style-type: none"> <li>• Plan a meeting purpose and identify the right attendees.</li> <li>• Receive tools and templates for meeting management (Agendas, Action Plans).</li> <li>• Get process tips to manage participation and encourage involvement.</li> </ul>
<b>Identifying and Coping with Stress</b>	<p>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 causes of stress and gain practical strategies to manage it.</p>
<b>Introduction to Managing Projects</b>	<p>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 increase productivity and effectiveness.</p>
<b>Introduction to Presentation Design Principles</b>	<p>Delivering effective presentations takes careful planning. This workshop will move through a step-by-step process with tools to help participants plan and design presentations that achieve desired outcomes. Learn how to:</p> <ul style="list-style-type: none"> <li>• Identify purpose and audience.</li> <li>• Methods to organize a presentation for impact</li> <li>• Tips for visuals.</li> </ul>
<b>Introduction to Time Management</b>	<p>This Webinar provides time management tips and tools that help participants become more productive. Learn how to:</p> <ul style="list-style-type: none"> <li>• Identify priorities aligned with department and organization goals.</li> <li>• Distinguish between urgent and important tasks.</li> <li>• Organize and keep track of time, tasks and progress.</li> </ul>
<b>Managing Up</b>	<p>Explore the benefits of creating stronger work relationships with those in positions of authority and practical strategies for doing so. Managing up can have a positive impact on goal achievement, career success and organizational excellence. In this interactive webinar we will:</p> <ul style="list-style-type: none"> <li>• Define what managing up is and is not.</li> <li>• Examine the benefits it provides to those above.</li> <li>• Learn five key elements of effectively “managing up”.</li> </ul>
<b>Planning for Your Professional Development</b>	<p>Commit to identifying and pursuing professional growth and development. During this webinar learn how to:</p> <ul style="list-style-type: none"> <li>• Identify professional development needs.</li> <li>• Set meaningful goals.</li> <li>• Create an action plan.</li> <li>• Locate appropriate development resources.</li> </ul>

Writing Courses	
	One-Line Description
<b>Advanced Business Writing</b>	Going beyond the basics in order to produce clear, concise, and coherent business documents.
<b>Better Business Grammar and Usage</b>	Avoid embarrassing mistakes in everyday business correspondence with this comprehensive review of the basic principles of grammar, capitalization, word usage and sentence structure.
<b>Perfecting Your Punctuations</b>	Learn the basic rules of punctuation skills through a classroom discussion and written exercise.
<b>Polishing your Prose: How to Write Clearly and Concisely</b>	Analyze a first draft for readability and organization. Correct complicated sentences to make a clear point.
<b>Proofread Like a Pro</b>	Identify and correct the most common mechanical errors. Proofreading strategies for overall coherence and organization.
<b>Writing for Results: Effective Letters, Memos, and E-mails</b>	Organize and write strong, action-oriented business correspondence that will get a reader's attention and desired results.

