**Fall 2018 Course Descriptions for Affiliates**

We are happy to announce our fall course lineup is now available! The Fall Calendar offerings are designed to help promote individual development as well as skill building for managers.

<table>
<thead>
<tr>
<th>Workshop Name</th>
<th>Date</th>
<th>Time</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Management – Level 2</td>
<td>Wednesday, October 10</td>
<td>9:30am - 4:30pm</td>
<td>$170</td>
</tr>
<tr>
<td>Microsoft Office - Excel 2016 Level 2</td>
<td>Wednesday, October 10</td>
<td>9:30am - 4:30pm</td>
<td>$225</td>
</tr>
<tr>
<td>Getting Results through Effective Delegation</td>
<td>Tuesday, October 16</td>
<td>9:30am - 12:30pm</td>
<td>$50</td>
</tr>
<tr>
<td>Time Management and Priority Setting</td>
<td>Tuesday, October 16</td>
<td>1:30pm - 4:30pm</td>
<td>$50</td>
</tr>
<tr>
<td>Leveraging Your Style with the Myers-Briggs Type Indicator (MBTI)</td>
<td>Tuesday, October 23</td>
<td>9:30am - 12:30pm</td>
<td>$110</td>
</tr>
<tr>
<td>Business Writing</td>
<td>Tuesday, October 23</td>
<td>1:30pm - 4:30pm</td>
<td>$50</td>
</tr>
<tr>
<td>Microsoft Office - Excel 2016 Level 3</td>
<td>Tuesday, October 23</td>
<td>9:30am - 4:30pm</td>
<td>$225</td>
</tr>
<tr>
<td>&quot;NEW&quot; Bridging Communications with LFD</td>
<td>Wednesday, October 24</td>
<td>9:30am - 12:30pm</td>
<td>$110</td>
</tr>
<tr>
<td>Managing Your Career</td>
<td>Wednesday, October 24</td>
<td>1:30pm - 4:30pm</td>
<td>$90</td>
</tr>
<tr>
<td>Microsoft Office - Excel 2016 Level 1</td>
<td>Thursday, October 25</td>
<td>9:30am - 4:30pm</td>
<td>$225</td>
</tr>
<tr>
<td>Storytelling (Using Data to Make Your Point)</td>
<td>Tuesday, October 30</td>
<td>9:30am - 12:30pm</td>
<td>$90</td>
</tr>
<tr>
<td>Making Email Matter</td>
<td>Tuesday, October 30</td>
<td>1:30pm - 4:30pm</td>
<td>$90</td>
</tr>
<tr>
<td>&quot;New&quot; Speaking with Presence</td>
<td>Wednesday, October 31</td>
<td>9:30am - 4:30pm</td>
<td>$170</td>
</tr>
<tr>
<td>Having Challenging Conversations</td>
<td>Tuesday, November 10</td>
<td>9:30am - 12:30pm</td>
<td>$50</td>
</tr>
<tr>
<td>Developing the Leader Within</td>
<td>Tuesday, November 13</td>
<td>1:30pm - 4:30pm</td>
<td>$90</td>
</tr>
<tr>
<td>The Five Choices to Extraordinary Productivity</td>
<td>Wednesday, November 14</td>
<td>9:30am - 5:00pm</td>
<td>$170</td>
</tr>
<tr>
<td>Microsoft Office - Excel 2016 Level 2</td>
<td>Thursday, November 15</td>
<td>9:30am - 4:30pm</td>
<td>$225</td>
</tr>
<tr>
<td>Microsoft Office - Excel 2016 Level 2</td>
<td>Tuesday, November 20</td>
<td>9:30am - 4:30pm</td>
<td>$225</td>
</tr>
<tr>
<td>Getting Results Through Effective Listening</td>
<td>Tuesday, November 27</td>
<td>9:30am - 12:30pm</td>
<td>$90</td>
</tr>
<tr>
<td>Delivering Your Message with Impact</td>
<td>Tuesday, November 27</td>
<td>1:30pm - 4:30pm</td>
<td>$90</td>
</tr>
<tr>
<td>Microsoft Office - Excel 2016 Level 3</td>
<td>Tuesday, November 27</td>
<td>9:30am - 4:30pm</td>
<td>$225</td>
</tr>
<tr>
<td>&quot;NEW&quot; Elevate Team Culture with Trust</td>
<td>Wednesday, November 28</td>
<td>9:30am - 5:00pm</td>
<td>$170</td>
</tr>
<tr>
<td>Microsoft Office - Excel 2016 Level 3</td>
<td>Thursday, November 29</td>
<td>9:30am - 4:30pm</td>
<td>$225</td>
</tr>
<tr>
<td>Leading From Within for Managers</td>
<td>Tuesday, December 4</td>
<td>9:30am - 4:30pm</td>
<td>$270</td>
</tr>
<tr>
<td>Project Management – Level 1</td>
<td>Wednesday, December 5</td>
<td>9:30am - 4:30pm</td>
<td>$170</td>
</tr>
</tbody>
</table>

If you have questions or feedback, please contact Learning & Development at hrlearning@columbia.edu.
Formal Presentations & Public Speaking

**Storytelling (Using Data to Make Your Point)**
Learn how to increase the effectiveness of your communication through the time-honored practice of telling stories.

**Category:** Formal Presentations & Public Speaking  
**Location:** 469 Studebaker  
**Date:** Tuesday, October 30th  
**Time:** 9:30am-12:30pm  
**Price:** $90  

**Target audience:** All Faculty, Managers and Staff looking to improve their communication skills and be able to interact with others more effectively.

**By the end of this workshop, participants will learn how to:**
- Review the difference between how you typically present content and a new, narrative way of presenting  
- Realize the power storytelling has to change people’s thinking  
- Learn the key principles of story construction  
- Review different types of stories you can use for different situations  
- Practice the techniques to ensure comfort of use in situations important to the learner

**Getting Results Through Effective Listening**
Learn how to be a better listener by implementing approaches to enhance your active listening skills in a variety of situations.

**Category:** Formal Presentations & Public Speaking  
**Location:** 469 Studebaker  
**Date:** Tuesday, November 27th  
**Time:** 9:30am-12:30pm  
**Price:** $90  

**Target Audience:** All Faculty, Managers and Staff looking to improve their listening skills and be able to interact with others more effectively.

**By the end of this workshop, participants will learn how to:**
- Learn how to use strong body language and vocalizations as part of listening  
- Take an in-depth look at the skill of reflecting to understand what it is, how to do it and why it is helpful  
- Identify fake listening behaviors and barriers to listening and plan how to avoid them  
- See how to apply these effective listening skills to achieve better results in any conversation
Delivering Your Message with Impact
Develop communication skills that will help you deliver your message more effectively.

Category: Formal Presentations & Public Speaking
Location: 469 Studebaker
Date: Tuesday, November 27th
Time: 1:30pm-4:30pm
Price: $90

Target Audience: All Faculty, Managers and Staff looking to improve their communication skills and have more meaningful interactions.

By the end of this workshop, participants will learn how to:
- Analyze the audience in order to adapt messages for better connections
- Prepare and organize communications for maximum clarity
- Improve the use of body language and vocals while speaking
- Turn nervousness into positive energy
- Use these skills in a variety of settings, including planned/impromptu and formal/informal

*NEW* Speaking with Presence
Promote your expertise and impact by developing your leadership presence.

Category: Formal Presentations & Public Speaking
Location: 469 Studebaker
Date: Wednesday, October 31st
Time: 9:30am-4:30pm
Price: $170

Target Audience: All Faculty, Managers and Staff looking to increase the influence and impact that they have through their presentation skills.

By the end of this workshop, participants will:
- Recognize qualities that convey leadership presence
- Strengthen presentation and communication skills
- Discuss strategies for influencing others
- Learn techniques to navigate challenging dynamics
- Practice leading formal and informal presentations
**Interpersonal Skills & Communications**

**Leveraging Your Style with the MBTI**
Reflect on your MBTI type and learn how to integrate that knowledge into your career and everyday life as you learn to adjust your preferences and build better work relationships.

**Category:** Interpersonal Skills & Communications  
**Location:** 469 Studebaker  
**Date:** Tuesday, October 23rd  
**Time:** 9:30am-12:30pm  
**Price:** $110

**Target audience:** All Faculty, Managers, and Staff who are looking to utilize their unique MBTI style to understand themselves, work effectively with others and successfully reduce conflict.

*Please note required (non-refundable) pre-work for this course includes the Myers-Briggs Type Indicator assessment.*

By the end of the workshop participants will learn how to:
- Understand your own personality type preferences and the uses of the MBTI
- Learn to appreciate, value, and work with all of the sixteen personality types.
- Gain a better understanding as to why others communicate as they do and learn how to adapt your own preferences
- Obtain skills on how to work through conflict that arises from type differences.
- Learn how to maximize your career impact through your unique style

**Business Writing**
Gain tools to produce clear, concise, and persuasive business communications.

**Category:** Interpersonal Skills & Communications  
**Location:** 469 Studebaker  
**Date:** Tuesday, October 23rd  
**Time:** 1:30pm – 4:30pm  
**Price:** $90

**Target Audience:** All Faculty, Managers and Staff seeking to improve their written communication skills.

By the end of this workshop, participants will learn how to:
- Tailor a document to fit a particular audience
- Organize ideas in a way that resonates with readers
- Express main points clearly and concisely
- Avoid grammar and punctuation pitfalls
**NEW** Bridging Communications with LIFO
Learn to identify and flex your communication style

**Category:** Interpersonal Skills & Communications  
**Location:** 469 Studebaker  
**Date:** Wednesday, October 24th  
**Time:** 9:30am-12:30pm  
**Price:** $110

**Target audience:** All Faculty, Managers and Staff who are interested improving their communications with people who are different from you by flexing your approach to their most preferred communication style, both during favorable conditions as well as during times of stress.

**By the end of the workshop participants will learn how to:**
- Identify personal communication style through the Life Orientations Assessment
- Recognize other people’s most preferred channels of communication
- Flex your style with others for the most effective communication
- Obtain strategies on how to manage workplace interpersonal dynamics

---

**Managing Your Career**
Learn career management strategies that leverage your skills, interests, and professional goals.

**Category:** Interpersonal Skills & Communications  
**Location:** 469 Studebaker  
**Date:** Wednesday, October 24th  
**Time:** 1:30pm-4:30pm  
**Price:** $90

**Target Audience:** All Faculty and Staff in individual contributor roles who want to explore the possibilities within their careers.

**By the end of this workshop, participants will learn how to:**
- Establish a career focus and determine areas of opportunity and development
- Use a self-assessment to determine skills, strengths, and gaps
- Create an individualized career development plan and implement it within your current role
- Explore approaches to effective professional branding and communicate it effectively to others
**Having Challenging Conversations**
Learn effective strategies for delivering constructive feedback and avoid common pitfalls when engaging in difficult conversations.

**Category:** Interpersonal Skills & Communications  
**Location:** 469 Studebaker  
**Date:** Tuesday, November 13th  
**Time:** 9:30am-12:30pm  
**Price:** $90

**Target audience:** All Faculty, Managers, and Staff who are looking to better convey difficult messages in a way that increases understanding, acceptance and commitment.

**By the end of this workshop, participants will learn how to:**
- Use a simple, yet effective communication framework to address a range of challenging dynamics
- Transform your most intimidating situations into opportunities for building stronger relationships and improving outcomes
- Diffuse hostility and relational stresses through effective communication
- Increase learning through communication
- Manage differences more effectively and productively

**Developing the Leader Within**
Identify strengths and areas of development that facilitate and further enable your leadership aspirations.

**Category:** Interpersonal Skills & Communications  
**Location:** 469 Studebaker  
**Date:** Tuesday, November 13th  
**Time:** 1:30pm-4:30pm  
**Price:** $90

**Target audience:** All Faculty, Managers and Staff who are looking to identify and develop their leadership skills, thus inspiring teams to produce better results.

**By the end of the workshop participants will learn how to:**
- Identify their fears or stumbling blocks
- Identify characteristics of leadership and being powerful
- Take on the characteristics to fulfill their vision
- Start telling the truth about their fears and find the courage to take them on
- Bring a sense of humor to their challenges giving them power to conquer them
*NEW* Elevate Team Culture with Trust
Using Trust to Drive Organizational Performance®

Category: Interpersonal Skills & Communications
Location: Studebaker 469
Date: Wednesday, November 28th
Time: 9:00am – 5:00pm
Price: $170

Target audience: All Faculty, Managers and Staff who are looking to build trust, and accelerate the speed at which they establish it with clients, employees and constituents.

By the end of the workshop participants will learn how to:
- Practice the 13 Behaviors of High Trust to develop, restore and extend trust
- Create a Trust Action Plan to increase personal credibility and influence
- Practice communicating transparently, respectfully and directly
- Identify how to extend appropriate levels of trust with co-workers
- Improve their track record of keeping commitments through a Peer Accountability Process

Management & Leadership

Getting Results Through Effective Delegation
Learn how to determine what, when and to whom you should delegate, as well as how to create a delegation plan and conduct effective delegation meetings.

Category: Management & Leadership
Location: 469 Studebaker
Date: Tuesday, October 16th
Time: 9:30am-12:30pm
Price: $90

Target audience: All Faculty and Managers who want to enhance their own productivity and focus on crucial goals by delegating tasks and projects to their team members.

By the end of this workshop, participants will learn how to:
- Describe the benefits of delegation to the delegator and the recipient of the delegation
- Identify tasks to delegate to others
- Select appropriate people to accept delegated tasks
- Influence others to accept delegated tasks
- Create a plan for delegation that includes appropriate training and follow-up checkpoints
- Plan and practice conducting a delegation meeting
**Leading From Within for Managers**
Explore approaches to improve your leadership skills and increase self-awareness while identifying opportunities and obstacles that can impact your relationships and overall success.

**Category:** Management & Leadership  
**Location:** 469 Studebaker  
**Date:** Tuesday, December 4th and Wednesday, December 5th  
**Time:** 9:00am-5:00pm  
**Price:** $270.00

**Target audience:** All Faculty and Managers who are looking develop their leadership skills and self-awareness.

*Please note the extended time. Lunch will be provided on both days.*

**By the end of this workshop, participants will learn how to:**
- Explore leadership styles and interpersonal behaviors that enable individual and organizational success
- Increase emotional intelligence skills to manage workplace dynamics and strengthen relationships
- Increase leadership presence with effective communication and self-management practices
- Review relationship management techniques to seek and provide career guidance, support, and feedback

---

**Productivity & Software**

**Project Management – Level 2**
This one-day workshop builds on the concepts you learned in Project Management Essentials to help you more effectively manage your projects.

**Category:** Productivity & Software  
**Location:** 469 Studebaker  
**Date:** Wednesday, October 10th  
**Time:** 9:30am-4:30pm  
**Price:** $170

**Target Audience:** All Faculty, Managers and Staff who manage or lead projects, contribute to projects or manage people that lead projects.

**By the end of this workshop, participants will:**
- Develop the complete project management plan
- Explain the difference between portfolio risk and project risk
- Create and use a portfolio risk assessment
- Create and use change, risk, communication, quality and other control plans
- Delegate work to team members
- Recover from project set-backs
Microsoft Office – Excel 2010 Level 2
Learn advanced formulas and work with various tools to analyze data in spreadsheets. Organize table data, present data as charts, and enhance the look and appeal of workbooks by adding graphical objects.

Category: Productivity & Software
Location: 160 Studebaker
Date: Wednesday, October 10th
Time: 9:30am-4:30pm
Price: $225

Target audience: All Faculty, Managers and Staff who are interested in learning skills to create and modify Excel workbooks.

By the end of the workshop participants will:
- Use advanced formulas
- Organize worksheet and table data using various techniques
- Create and modify charts
- Analyze data using PivotTables, Slicers, and Pivot Charts
- Insert and modify graphic objects in a worksheet
- Customize and enhance workbooks and the Microsoft Office Excel environment

Time Management and Priority Setting
Learn best practices for prioritizing tasks, overcoming procrastination and dealing with frequent distractions.

Category: Productivity & Software
Location: 469 Studebaker
Date: Tuesday, October 16th
Time: 1:30pm-4:30pm
Price: $90

Target audience: All Faculty, Managers and Staff who want to improve their current time management skills in order to increase their effectiveness.

By the end of this workshop, participants will learn how to:
- Understand the primary demands of your time
- Identify your priorities
- Organize work for maximum efficiency
- Develop strategies to deal with interruptions and distractions
- Learn how to avoid procrastination
Microsoft Office – Excel 2016 Level 3
Gain the skills necessary to create macros, audit and analyze worksheet data, incorporate multiple data sources, and import and export data.

Category: Productivity & Software
Location: 160 Studebaker
Date: Tuesday, October 23rd
Time: 9:30am-4:30pm
Price: $225

Target audience: All Faculty, Managers and Staff who are interested in learning skills to create and modify Excel workbooks.

By the end of this workshop, participants will learn how to:
- Enhance productivity and efficiency by streamlining the workflow
- Collaborate with other workbook users
- Audit worksheets
- Analyze data
- Work with multiple workbooks
- Import and export data
- Integrate Excel data with the web

Microsoft Office - Excel 2010 Level 1
Learn to create and edit basic Microsoft Office Excel 2010 worksheets and workbooks.

Category: Productivity & Software
Location: 160 Studebaker
Date: Thursday, October 25th
Time: 9:30am – 4:30pm
Price: $225

Target audience: All Faculty, Managers, and Staff who desire to gain the necessary skills to create, edit, format and print basic Microsoft Office Excel 2010 worksheets.

By the end of the workshop you will:
- Create basic worksheet by using Microsoft Excel 2010
- Perform calculations in Excel worksheet
- Modify an Excel worksheet
- Modify the appearance of data within a worksheet
- Manage Excel workbooks
- Print the content of an Excel worksheet
Making Email Matter
Gain techniques for using email in a way that maximizes your time and productivity.

**Category:** Productivity & Software  
**Location:** 469 Studebaker  
**Date:** Tuesday, October 30th  
**Time:** 1:30pm-4:30pm  
**Price:** $90

**Target audience:** All Faculty, Managers and Staff who are looking to improve their email communications skills.

**By the end of this workshop, participants will learn how to:**
- Decide when to use email to communicate (and when not to)
- Look for common email mistakes and how to avoid them
- Format emails to increase chances they are read and responded to appropriately both by individuals and groups
- Deal with a perceived negative tone in email
- Examine some unique aspects of email communication including: privacy issues and mobile devices

The Five Choices to Extraordinary Productivity®
The Five Choices to Extraordinary Productivity combines timeless principles with current neuroscience research to help better manage decisions, attention, and energy to consistently make choices that give the greatest return on time.

**Category:** Productivity & Software  
**Location:** 469 Studebaker  
**Date:** Wednesday, November 14th  
**Time:** 9:00am-5:00pm  
**Price:** $170

**Target audience:** All Faculty, Managers & Staff looking for the tools to maximize productivity and achieve the extraordinary.

**By the end of this workshop, participants will learn how to:**
- Manage technology in a better way so it doesn’t manage you
- Recognize how to achieve true and consistent work-life balance
- Apply the latest science on brain health to maximize your productivity
- Utilize a language with others to ensure you are aligned around “Important and Urgent”
- Create a personalized, practical system for prioritizing and managing your goals
Microsoft Office – Excel 2010 Level 2
Learn advanced formulas and work with various tools to analyze data in spreadsheets. Organize table data, present data as charts, and enhance the look and appeal of workbooks by adding graphical objects.

Category: Productivity & Software
Location: 160 Studebaker
Date: Thursday, November 15th
Time: 9:30am-4:30pm
Price: $225

Target audience: All Faculty, Managers and Staff who are interested in learning skills to create and modify Excel workbooks.

By the end of the workshop participants will:
- Use advanced formulas
- Organize worksheet and table data using various techniques
- Create and modify charts
- Analyze data using PivotTables, Slicers, and Pivot Charts
- Insert and modify graphic objects in a worksheet
- Customize and enhance workbooks and the Microsoft Office Excel environment

Microsoft Office – Excel 2010 Level 2
Learn advanced formulas and work with various tools to analyze data in spreadsheets. Organize table data, present data as charts, and enhance the look and appeal of workbooks by adding graphical objects.

Category: Productivity & Software
Location: 160 Studebaker
Date: Tuesday, November 20th
Time: 9:30am-4:30pm
Price: $225

Target audience: All Faculty, Managers and Staff who are interested in learning skills to create and modify Excel workbooks.

By the end of the workshop participants will:
- Use advanced formulas
- Organize worksheet and table data using various techniques
- Create and modify charts
- Analyze data using PivotTables, Slicers, and Pivot Charts
- Insert and modify graphic objects in a worksheet
- Customize and enhance workbooks and the Microsoft Office Excel environment
Microsoft Office – Excel 2016 Level 3
Gain the skills necessary to create macros, audit and analyze worksheet data, incorporate multiple data sources, and import and export data.

Category: Productivity & Software
Location: 160 Studebaker
Date: Tuesday, November 27th
Time: 9:30am-4:30pm
Price: $225

Target audience: All Faculty, Managers and Staff who are interested in learning skills to create and modify Excel workbooks.

By the end of this workshop, participants will learn how to:
• Enhance productivity and efficiency by streamlining the workflow
• Collaborate with other workbook users
• Audit worksheets
• Analyze data
• Work with multiple workbooks
• Import and export data
• Integrate Excel data with the web

Microsoft Office – Excel 2016 Level 3
Gain the skills necessary to create macros, audit and analyze worksheet data, incorporate multiple data sources, and import and export data.

Category: Productivity & Software
Location: 160 Studebaker
Date: Thursday, November 29th
Time: 9:30am-4:30pm
Price: $225

Target audience: All Faculty, Managers and Staff who are interested in learning skills to create and modify Excel workbooks.

By the end of this workshop, participants will learn how to:
• Enhance productivity and efficiency by streamlining the workflow
• Collaborate with other workbook users
• Audit worksheets
• Analyze data
• Work with multiple workbooks
• Import and export data
• Integrate Excel data with the web
**Project Management – Level 1**
Learn project management tools and skills that can be applied immediately to your role.

**Category:** Productivity & Software  
**Location:** 469 Studebaker  
**Date:** Wednesday, December 12th  
**Time:** 9:30am-4:30pm  
**Price:** $170.00

**Target audience:** All Faculty, Managers and Staff who manage or lead projects, contribute to projects, or manage people that lead projects.

**By the end of this workshop, participants will learn how to:**
- Understand and apply the project management process  
- Determine and use effective project management practices  
- Learn to use the various tools and techniques to support the practice  
- Practice using techniques with in-class exercises  
- Discuss and explore project management ideas, concerns and issues