Fall 2019 Course Descriptions for Affiliates

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

<table>
<thead>
<tr>
<th>October 2019</th>
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<tbody>
<tr>
<td>Business Writing</td>
<td>Tuesday, October 1</td>
<td>1:30pm - 4:30pm</td>
<td>$95</td>
</tr>
<tr>
<td>Project Management – Level 1</td>
<td>Tuesday, October 8</td>
<td>9:30am - 4:30pm</td>
<td>$190</td>
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<tr>
<td>Microsoft Office - Excel 2016 Level 1</td>
<td>Thursday, October 10</td>
<td>9:30am - 4:30pm</td>
<td>$230</td>
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<td>Speaking on Your Feet</td>
<td>Wednesday, October 23</td>
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<td>Getting Results Through Effective Listening</td>
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<td>Microsoft Office - Excel 2016 Level 2</td>
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<tr>
<td>Performance Management for Managers</td>
<td>Wednesday, November 6</td>
<td>9:30am - 4:30pm</td>
<td>Free</td>
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<tr>
<td>Influencing Without Authority</td>
<td>Tuesday, November 12</td>
<td>9:30am - 12:30pm</td>
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<td>Maximizing Your Role on a Team</td>
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<td><em>NEW</em> Resolving Conflict Using PACE</td>
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If you have questions or feedback, please contact Learning & Development at hrlearning@columbia.edu.
October 2019

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

- **Category:** Interpersonal Skills & Communications
- **Location:** 469 Studebaker
- **Date:** Tuesday, October 1
- **Time:** 1:30pm – 4:30pm
- **Price:** $95

**Target audience:** Faculty, Managers and Staff looking to improve their written communication skills.

**By the end of this workshop, participants will:**
- 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

**Project Management – Level 1**
Learn project management tools and skills that can be applied immediately.

- **Category:** Productivity & Software
- **Location:** 469 Studebaker
- **Date:** Tuesday, October 8
- **Time:** 9:30am – 4:30pm
- **Price:** $190

**Target Audience:** 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:**
- Understand and apply the Project Management processes
- Determine and use effective Project Management practices
- Identify relevant tools and techniques to support the practices
- Practice using techniques with in class exercises
- Discuss and explore Project Management ideas, concerns and issues
Microsoft Office – Excel 2016 Level 1
Learn to create and edit basic Microsoft Office Excel 2016 worksheets and workbooks.

Category: Productivity & Software
Location: 160 Studebaker
Date: Thursday, October 10
Time: 9:30am – 4:30pm
Price: $230

Target Audience: Faculty, Managers and Staff who desire to gain the necessary skills to create, edit, format and print basic Microsoft Office Excel 2016 worksheets.

By the end of this workshop, participants will:
- Create basic worksheets using Microsoft Excel 2016
- Perform calculations in Excel worksheets
- Modify an Excel worksheet
- Modify the appearance of data within a worksheet
- Manage Excel workbooks
- Print the content of an Excel worksheet

Speaking on Your Feet
Learn to communicate both clearly and effectively in unexpected situations.

Category: Formal Presentations & Public Speaking and Interpersonal Skills & Communications
Location: 469 Studebaker
Date: Wednesday, October 23
Time: 9:30am – 12:30pm
Price: $95

Target audience: Faculty, Managers and Staff who face situations where they need to speak without having time to prepare.

By the end of this workshop, participants will:
- Learn an easy formula for structuring impromptu speaking
- Recognize the benefits in managing body language and tone of voice
- Learn how to avoid the fear of ‘going blank’ when asked to speak
- Practice speaking on the fly in three key situations:
  - Speaking without preparation
  - Responding to questions
  - Dealing with pushback
- Learn to speak in planned one-on-one meetings and unplanned larger group settings
**Getting Results Through Effective Listening**

Gain an approach to employ the power of listening to achieve desired results.

**Category:** Interpersonal Skills & Communications  
**Location:** 469 Studebaker  
**Date:** Wednesday, October 23  
**Time:** 1:30pm – 4:30pm  
**Price:** $95

**Target audience:** Faculty, Managers and Staff looking to improve their listening skills in order to get more productive results from a conversation.

**By the end of the workshop, participants will:**
- 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 ineffective listening behaviors and how to avoid them
- See how to apply these effective listening skills to achieve better results in any conversation

**Microsoft Office – Excel 2016 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, October 24  
**Time:** 9:30am – 4:30pm  
**Price:** $230

**Target audience:** Faculty, Managers and Staff who are interested in building upon their foundational Excel knowledge to create and modify Excel workbooks.

**By the end of the workshop, participants will:**
- Use advanced formulas in Microsoft Office Excel 2016  
- 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
Performance Management for Managers
Set clear work goals for your staff and provide them ongoing coaching and feedback.

Category: Management & Leadership
Location: 469 Studebaker
Date: Wednesday, November 6
Time: 9:30am – 4:30pm
Price: Free*

Target audience: All Managers and Supervisors who want to understand the process for managing staff performance: setting goals, coaching staff, assessing performance and providing feedback.

By the end of the workshop, participants will:
- Create and communicate clear and achievable performance goals for your staff
- Provide appropriate context and required information when assigning work
- Understand individual staff member coaching, support and developmental needs
- Recognize essential components of successful performance reviews
- Provide feedback in the context of previously defined performance standards

*The course is free of charge unless the registrant does not attend nor cancel 7-days prior to the course date, which the registrant will be charged a $190 course fee.

Influencing Without Authority
Gain a process to follow when looking to motivate colleagues who are not direct reports or who may not be inclined to help reach established goals.

Category: Interpersonal Skills & Communications
Location: 469 Studebaker
Date: Tuesday, November 12
Time: 9:30am – 12:30pm
Price: $95

Target audience: Faculty, Managers and Staff who need to influence others whom they do not directly supervise. This can include influencing peers, students, faculty, customers or even one’s own manager.

By the end of this workshop, participants will:
- Understand the law of reciprocity and how it forms the basis of all successful influence
- Discover the model of “Influencing Without Authority” and how to be effective in its 6 elements
- Learn individual baseline influencing style and how/when to flex to an alternate style for greater success
- Gain a roadmap to influence conversations to bring it to reach successful conclusions
Maximizing Your Role on a Team

Learn strategies to have a positive impact when performing any role on a team in key areas such as team decision making, problem solving, communication and conflict management.

Category: Interpersonal Skills & Communications
Location: 469 Studebaker
Date: Tuesday, November 12
Time: 1:30pm – 4:30pm
Price: $95

Target Audience: Faculty, Managers and Staff who want to further contribute to overall team success by improving collaboration with others within their current role.

By the end of this workshop, participants will:
• Review core concepts and best practices to becoming a higher performing team
• Examine common roles within teams and the opportunities for impact within each role
• Gain approaches to enhance individual performance when performing on a team
• Analyze the stages of team development and determine the stage a team is currently in
• Identify practices for teams to communicate, make decisions and navigate conflict

*NEW* Resolving Conflict Using PACE

Learn a framework for communicating and resolving problems with people who demonstrate temperament styles similar as well as than your own.

Category: Interpersonal Skills & Communications
Location: 469 Studebaker
Date: Wednesday, November 13
Time: 9:30am – 12:30pm
Price: $95

Target audience: Faculty, Managers and Staff who are looking to learn more about their behavior style in addition to gaining strategies to manage conflicts when working with others.

By the end of this workshop, participants will:
• Learn the traits of the four main behavioral styles and discover individual primary style
• Increase the effectiveness of communications and work interactions with colleagues by flexing to different behavioral styles needs
• Identify strategies to manage conflict with other behavioral styles
• Examine the values, perspectives and insights each works style bring to teams
Managing Your Time and Priorities at Work
Learn best practices for prioritizing tasks, overcoming procrastination and dealing with distractions.

Category: Productivity & Software
Location: 469 Studebaker
Date: Wednesday, November 13
Time: 9:30am – 12:30pm
Price: $95

Target Audience: Faculty, Managers and Staff who want to improve their current time management skills to increase their effectiveness.

By the end of this workshop, participants will:
- Understand the primary time-consuming demands
- Identify work priorities
- Organize project and tasks 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, analyze worksheet data, incorporate multiple data sources, import and export data.

Category: Productivity & Software
Location: 160 Studebaker
Date: Thursday, November 14
Time: 9:30am – 4:30pm
Price: $230

Target audience: Faculty, Managers and Staff who are interested in furthering their advanced Excel skills when manipulating data in workbooks.

By the end of this workshop, participants will:
- Enhance productivity and efficiency by streamlining the workflow in Microsoft Office Excel 2016
- Collaborate with other workbook users
- Audit worksheets
- Analyze data
- Work with multiple workbooks
- Import and export data
- Integrate Excel data with the web
**Having Challenging Conversations**
Learn effective strategies to deliver constructive feedback and avoid common pitfalls when engaging in difficult conversations.

Category: Interpersonal Skills & Communications  
Location: 469 Studebaker  
Date: Tuesday, November 19  
Time: 9:30am – 12:30pm  
Price: $95

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

By the end of this workshop, participants will:
- Use a simple, yet effective communication framework to address a range of challenging discussion topics
- Transform the most intimidating conversations into opportunities to build stronger relationships and improve outcomes
- Diffuse hostility and relational stresses through effective communication
- Increase learning through communication
- Manage differences more effectively and productively

**Giving Feedback to Your Team and Effectively Delegating**
Learn techniques to motivate teams by communicating clear feedback while delegating tasks to achieve goals and results.

Category: Management & Leadership and Interpersonal Skills & Communications  
Location: 469 Studebaker  
Date: Tuesday, November 19  
Time: 1:30pm – 4:30pm  
Price: $95

Target audience: Faculty, Managers and Staff who are interested in learning skills to communicate clear feedback to teams while delegating new or recurring tasks.

By the end of this workshop, participants will:
- Identify individual leadership style to gain an approach on how to empower teams
- Develop strategies to motivate teams for enhanced results
- Discover techniques to deliver feedback to reach desired results
- Review opportunities to delegate and strategies on how to delegate effectively
December 2019

*NEW* Discover Your Strengths and Work Potential
Gain an in-depth analysis of your top 5 CliftonStrengths to help you identify your dominant talents, develop strategies and personalized resources for building a strengths-based work life.

Category: Interpersonal Skills & Communications
Location: 469 Studebaker
Date: Wednesday, December 4
Time: 9:30am – 12:30pm
Price: $115

Target audience: Faculty, Managers and Staff who are looking to identify and leverage their approach to strategic thinking, executing work, influencing others and building relationships.

By the end of this workshop, participants will:
- Identify top 5 strengths to gain greater self-awareness
- Understand how they absorb, think and analyze information and situations
- Recognize their intuitive approach to completing work
- Review preferences for working with and influencing others
- Gain strategies for building stronger relationships based on their unique style

*Participants will complete CliftonStrengths assessment advance of the workshop and it is recommended that attendees bring their results to the workshop for further analysis.

*NEW* Presenting Ideas with Impact
Learn strategies to elevate your presentation skills and leave audiences with a lasting impression.

Category: Interpersonal Skills & Communications and Formal Presentation Skills
Location: 469 Studebaker
Date: Wednesday, December 4
Time: 1:30pm – 4:30pm
Price: $95

Target audience: Faculty, Managers and Staff seeking strategies to improve their speaking skills when delivering formal or informal presentations.

By the end of this workshop, participants will:
- Read and analyze an audience
• Prepare and organize a presentation for maximum effectiveness
• Improve use of body language and vocals while speaking
• Turn nervousness into positive energy
• Gain strategies to deliver memorable presentations

Microsoft Office – Excel 2016: Advanced Pivot Tables
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, December 12
Time: 9:30am-12:30pm
Price: $130

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

By the end of this workshop, participants will:

Create and Work with Pivot Tables
• Understanding PivotTables
• Working with recommended PivotTables
• Creating a PivotTable using worksheet data
• Creating a PivotTable using an external data connection
• Laying out a PivotTable on a worksheet
• Modifying PivotTable fields
• Using a report filter
• Refreshing a PivotTable
• Formatting a PivotTable

Enhancing PivotTables
• Sorting items in a PivotTable
• Creating a slicer
• Grouping data
• Using a timeline
• Applying label and value filters
• Creating a calculated field
• Creating a calculated item
• Creating charts from PivotTables
Learn advanced formulas and work with various tools to analyze data in spreadsheets specifically using Macros.

Category: Productivity & Software
Location: 160 Studebaker
Date: Thursday, December 12
Time: 1:30pm-4:30pm
Price: $130

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

By the end of this workshop, participants will:

Work with Macros
- The record Macro window
- Rules for Macro names
- Recording a Macro
- Saving a Macro-enabled workbook
- Executing a Macro
- Creating a Macro button
- Working with Macro buttons

Configure Excel for Macros
- The Developer tab
- Macro security
- Trust center
- Saving files

Run Macros
- Running a Macro from the Developer tab
- Running a Macro using a shortcut key
- Running a Macro from a button

Create Dynamic Macros
- Absolute versus Relative references