Fall 2020 Course Descriptions for Employees

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

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*Please note courses are subject to change. For the most up-to-date listing, please visit the Learning & Development website at [https://humanresources.columbia.edu/learning-development](https://humanresources.columbia.edu/learning-development).

**Accelerators are multi-week blended learning programs that incorporate self-paced online and live virtual workshops.
October 2020

*NEW* WEBINAR: Setting Goals to Drive Results
Learn an approach to identify, confirm and adjust goals for you or your staff during ongoing change.

Category: Productivity & Software
Location: Web-based
Workshop Type: Webinar
Date: Tuesday, October 13
Time: 12:30pm – 1:00pm
Price: Free
Participant Max: 75

Target audience: Faculty, Managers and Staff who are looking to learn ways to solidify individual and team goals while navigating shifting priorities and resources.

By the end of this workshop, participants will:
- Discover how goals lead to desired results
- Explore a model for creating goals in a changing and complex environment
- Increase the effectiveness of results by clearly establishing goals

Microsoft Office – Excel 2016 Level 1
Learn to create and edit basic Microsoft Office Excel 2016 worksheets and workbooks.

Category: Productivity & Software
Location: Web-based
Workshop Type: Virtual Workshop
Date: Wednesday, October 14
Time: 9:30am – 4:30pm
Price: $230
Participant Max: 15

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

By the end of this workshop, participants will:
- Create basic worksheet by using Microsoft Office Excel 2016
- 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
Fundamentals of Time Management
Learn to prioritize tasks, overcome procrastination and navigate frequent distractions.

Category: Productivity & Software
Location: Web-based
Workshop Type: Virtual Workshop
Date: Thursday, October 15
Time: 1:30pm – 4:30pm
Price: $95
Participant Max: 30
Target Audience: Faculty, Managers and Staff who want to use time and energy more effectively.

By the end of this workshop, participants will:
- 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

Getting Results Through Effective Delegation
Learn how to assign work, create a delegation plan and conduct effective delegation meetings.

Category: Management & Leadership
Location: Web-based
Workshop Type: Virtual Workshop
Date: Monday, October 26
Time: 1:30pm – 4:30pm
Price: $95

Target Audience: Faculty and Managers who want to enhance team productivity and distribute work assignments more effectively.

By the end of this workshop, participants will:
- Understand the benefits of delegation to the delegator and the delegate
- Identify common tasks to consider delegating to others
- Select appropriate people to accept delegated tasks
- Influence others to accept delegated tasks
- Create a plan for delegation that includes training and follow-up checkpoints
- Plan and practice conducting a delegation meeting
**NEW** Presentation Skills for Remote Environments
Enhance your skills and create ways to elevate your remote presentations to the next level.

Category: Formal Presentations & Public Speaking
Location: Web-based
Workshop Type: Virtual Workshop
Date: Wednesday, October 28
Time: 1:30pm – 4:30pm
Price: $95
Participant Max: 30
Target Audience: Faculty, Managers and Staff looking to deliver remote presentations with impact.

By the end of this workshop, participants will:
- Prepare and organize a presentation for maximum remote effectiveness
- Use strong non-verbal techniques to enhance delivery
- Turn nervousness into positive energy
- Analyze, involve and adapt to any type of audience
- Handle any type of question or objection
- Address all of the above topics in the context of both formal and impromptu presentations

November 2020

**NEW** Situational Leadership for Managers®
Learn an action-oriented framework to lead, motivate, coach and develop staff.

Category: Management & Leadership
Location: Web-based
Workshop Type: Virtual Workshop
Date: Thursday, November 5
Time: 9:00am – 5:00pm
Price: $450
Participant Max: 30
Target Audience: Faculty and Managers who are seeking strategies and techniques on developing staff to maximize their performance potential.

By the end of this workshop, participants will:
- Complete the LBAII® self-assessment to determine leadership style flexibility
- Learn a new language of leadership and staff development
- Explore strategies to effectively partner with the staff you lead
- Gain the ability to identify development levels for specific goals or tasks
- Understand the impact of over and/or under supervision
- Provide development feedback to staff based on performance potential
- Deliver leadership conversations to motivate and engage staff
- Receive a SLII® toolkit to launch with your team and conduct one-on-one meetings
Essentials to Managing at Columbia University
Learn to manage staff with support from key University offices and administrative resources.

Category: Management & Leadership
Location: Web-based
Workshop Type: Virtual Workshop
Date: Monday, November 9
Time: 1:30pm – 4:30pm
Price: Free*
Participant Max: 30
Target Audience: Newly hired and promoted Managers at the University.

By the end of this workshop, participants will:

- Review key administrative management role/responsibilities
- Gain a template for managing staff performance
- Recognize appropriate resources to support team operations
- Address common management issues to managing a team
- Identify key employee policies for union and non-union staff

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 $95 course fee.

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: Web-based
Workshop Type: Virtual Workshop
Date: Tuesday, November 10
Time: 9:30am – 4:30pm
Price: $230
Participant Max: 15
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:

- 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
Discovering the 5 Elements of Team Success
Learn a model to optimize team success by facing opportunities and challenges within the team.

Category: Interpersonal Skills & Communications
Location: Web-based
Workshop Type: Virtual Workshop
Date: Wednesday, November 11
Time: 1:30pm – 4:30pm
Price: $95
Participant Max: 30

Target Audience: Faculty, Managers and Staff looking for ways to further contribute to overall team performance.

By the end of this workshop, participants will:
● Understand what components are needed for making teams as effective as possible
● Develop skills to ensure team members are properly aligned to perform at the highest level possible within their teams
● Work on the areas of: trust, accountability, attention to team results, conflict management and commitment
● Leave with concrete action plans to foster the application of learnings from the session, with a focus on the unique aspects of the current working environment

Appreciating Differences: Powered by the Myers-Briggs Type Indicator®
Identify your MBTI® style and learn how different styles can work together in complementary ways.

Category: Interpersonal Skills & Communications
Location: Web-based
Workshop Type: Virtual Workshop
Date: Thursday, November 12
Time: 1:30pm - 4:30pm
Price: $130
Participant Max: 30

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

By the end of this workshop, participants will:
● 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 impact through your unique type and style
*NEW* Having Difficult Conversations to Build Better Bridges

Learn to view challenging conversations as opportunities to enhance partnerships with colleagues.

Category: Interpersonal Skills & Communications  
Location: Web-based  
Workshop Type: Virtual Workshop  
Date: Tuesday, November 17  
Time: 9:30am – 12:30pm  
Price: $95  
Participant Max: 30

Target Audience: Faculty, Managers and Staff looking to build on existing relationships with colleagues by embracing difficult conversations.

By the end of this workshop, participants will:

- Define “difficult conversations” and what makes them difficult
- Identify the kinds of conversations viewed as difficult
- Apply a model to guide difficult conversations while building partnerships
- Deploy strategies during difficult conversations that work toward resolution while eliminating confusion
- Understand strategies to leverage in a real-world conversation

*NEW* Building Resilience During Times of Change

Learn a framework for resilience muscle memory that you will draw on forever regardless of the state of constant change in your environment.

Category: Interpersonal Skills & Communications  
Location: Web-based  
Workshop Type: Virtual Workshop  
Date: Tuesday, November 17  
Time: 1:30pm – 4:30pm  
Price: $95  
Participant Max: 30

Target Audience: Faculty, Managers and Staff who want to demonstrate more flexibility and strength in new and evolving work environments.

By the end of this workshop, participants will:

- Understand what resilience is and why it is valuable in a changing world
- Learn proven strategies to be resilient and the impact they have on you, your team and your manager
- Practice techniques to strengthen and cement resilience in your muscle memory
- Develop an action plan for your resilience workout
- Prepare for setbacks and devise tactics for getting “back on track”
*NEW* Effective Writing Skills
Learn to create professional, clear, concise and successful communications to engage others.

Category: Interpersonal Skills & Communications
Location: Web-based
Workshop Type: Virtual Workshop
Date: Wednesday, November 18
Time: 9:30am - 12:30pm
Price: $95
Participant Max: 30

Target Audience: Faculty, Managers and Staff who are looking to establish greater clarity and impact within written communications.

By the end of this workshop, participants will:
- Identify the three most common and how to avoid failings of business writing
- Analyze target audiences and tailor writing appropriately
- Choose words and phrases to project the correct image
- Learn to avoid the use of red flag phrases
- Edit writing samples for clarity and correct use of grammar
- Improve the flow of writing with transitional phrases included

Project Management Essentials for the Unofficial Project Manager
Develop the mindset, skillset and toolkit to consistently deliver successful projects to completion.

Category: Productivity & Software
Location: Web-based
Workshop Type: Virtual Workshop
Date: Thursday, November 19
Time: 9:30am - 4:30pm
Price: $190
Participant Max: 30

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:
- Establish clear and measurable project outcomes
- Create a well-defined project scope statement
- Identify, assess and manage project risks
- Create a realistic and well-defined project schedule
- Create a clear communication plan around their project that includes regular project status reports and project changes
December 2020

**Performance Management for Managers**
Set clear work goals for your staff and provide them ongoing coaching and feedback.

**Category:** Management & Leadership  
**Location:** Web-based  
**Workshop Type:** Virtual Workshop  
**Date:** Tuesday, December 1  
**Time:** 1:30pm – 4:30pm  
**Price:** Free*  
**Participant Max:** 30

**Target Audience:** Managers and Supervisors who manage staff performance; set goals, coach staff, assess performance and provide feedback.

**By the end of this workshop, participants will:**
- Learn to create and communicate clear and achievable staff performance goals
- 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.*
Microsoft Office – Excel 2016 Advanced PivotTables
Learn advanced formulas and work with various tools to analyze data in spreadsheets specifically using PivotTables.

Category: Productivity & Software
Location: Web-based
Workshop Type: Virtual Workshop
Date: Wednesday, December 2
Time: 9:30am – 12:30pm
Price: $130
Participant Max: 30

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

By the end of this workshop, participants will:

Create and Work with PivotTables
- Understanding PivotTables
- Create a PivotTable using worksheet data
- Develop a PivotTable using an external data connection
- Lay out a PivotTable on a worksheet
- Modify PivotTable fields
- Use a report filter
- Refresh a PivotTable
- Format a PivotTable

Enhancing PivotTables
- Sort items in a PivotTable
- Create a slicer
- Group data
- Use a timeline
- Apply label and value filters
- Create a calculated field and item
- Develop charts from PivotTables
Microsoft Office – Excel 2016 The Fundamentals of Macros
Learn advanced formulas and work with various tools to analyze data in spreadsheets specifically using Macros.

Category: Productivity & Software
Location: Web-based
Workshop Type: Virtual Workshop
Date: Wednesday, December 2
Time: 1:30pm – 4:30pm
Price: $130
Participant Max: 30

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

By the end of this workshop, participants will:

Work with Macros
- Understand Macro window
- Rules for Macro names
- Record a Macro
- Save a Macro-enabled workbook
- Execute a Macro
- Create a Macro button
- Work with Macro buttons

Configure Excel for Macros
- Developer tabs
- Macro security
- Trust center
- Save files

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

Create Dynamic Macros
- Absolute versus Relative references
*NEW* ACCELERATOR: Developing and Communicating A New Plan Amid Uncertainty

Leading teams through unforeseen change and decisions.

**Category:** Management & Leadership  
**Location:** Web-based  
**Workshop Type:** Accelerator  
**Date:** Thursday, December 3  
**Time:** 1:30pm – 3:00pm  
**Price:** $110  
**Participant Max:** 30

**Target Audience:** Faculty and Managers who want to learn tools to lead their teams when they don’t have all of the answers.

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

- Define a team vision and strategy to achieve success  
- Create a Trust Action Plan to increase personal credibility and influence  
- Explore emotional intelligence skills to effectively re-enter the new workplace  
- Practice communicating transparently, respectfully and directly  
- Maintain leadership commitments through a peer accountability process

*Accelerators are multi-week blended learning programs that incorporate self-paced online and live virtual workshops. Participants will be granted access to third party platforms to complete target assignments and share key insights in applying content and tools within their work at Columbia University.*

*The program features weekly assignments that begin on November 2<sup>nd</sup> and culminate in a live online session for further application on December 3<sup>rd</sup>.*