Fall 2021 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.

Upon registering for a course, please have your department chartstring available to confirm your seat. Please note, a virtual workshop link and workshop resources will be provided once your registration and chartstring are confirmed.

<table>
<thead>
<tr>
<th>October 2021</th>
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<tr>
<td>Speaking with Presence</td>
<td>Wednesday, October 13</td>
<td>9:30am – 12:30pm</td>
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<tr>
<td>Microsoft Office - Excel 2016 Level 1</td>
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<td>Appreciating Style Differences: Powered by MBTI</td>
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<td>Performance Management for Managers</td>
<td>Tuesday, December 7</td>
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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).*
October 2021

**Speaking with Presence**
Learn strategies to elevate your presentation skills and leave audiences with a lasting impression.

**Category:** Formal Presentations & Public Speaking  
**Location:** Web-based  
**Workshop Type:** Virtual Workshop  
**Date:** Wednesday, October 13  
**Time:** 9:30am – 12:30pm  
**Price:** $95  
**Participant Max:** 30

**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

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**Microsoft Office – Excel 2016 Level 1**
Learn to create and edit basic Microsoft Office Excel 2010 worksheets and workbooks.

**Category:** Productivity & Software  
**Location:** Web-based  
**Workshop Type:** Virtual Workshop  
**Date:** Wednesday, October 13  
**Time:** 9:30am - 4:30pm  
**Price:** $230  
**Participant Max:** 15

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

**By the end of this workshop, participants will:**
- Create basic worksheet by using Microsoft Excel 2016  
- Perform calculations in Excel worksheet  
- Modify an Excel worksheet  
- Modify the appearance of data within a 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 14
Time: 9:30am – 12:30pm
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

*NEW* Leading Teams Successfully in a Hybrid Environment
Learn the fundamentals of successfully leading teams not working together in-person.

Category: Management & Leadership
Location: Web-based
Workshop Type: Virtual Workshop
Date: Tuesday, October 19
Time: 9:30am – 12:30pm
Price: $95
Participant Max: 30

Target Audience: Managers who work virtually (either full-time or partially) and/or who manage staff working in a virtual environment.

By the end of this workshop, participants will:
- Learn how to craft a Virtual Team Charter
- Explore the opportunities and challenges of managing in a virtual environment
- Discover key tenets of virtual collaboration and communication
- Explore how to adapt the critical team functions of assigning work, making decisions and
solving problems to the virtual environment

- Discuss how to establish accountability and make adjustments when virtual teams get off track

**NEW* Making the Most of your Virtual Meetings**
Learn the fundamentals of successful meetings that function within a virtual environment

**Category:** Productivity & Software and Management & Leadership
**Location:** Web-based
**Workshop Type:** Virtual Workshop
**Date:** Tuesday, October 19
**Time:** 1:30pm – 4:30pm
**Price:** $95
**Participant Max:** 30

**Target Audience:** Anyone (Staff, Managers or Faculty) who attends meetings in a virtual environment. It is relevant for both meeting participants and facilitators.

**By the end of this workshop, participants will:**
- Learn how to review meeting goals and how they translate into meeting media and format
- Discuss meeting logistics such as technology and timing and see what matters most in the virtual environment
- Experience the importance of meeting agendas
- Review successful practices for communication and interaction in a virtual setting
- Brainstorm challenging situations in virtual meetings and how to handle them

**Elevate Team Culture with Trust**
Using Trust to Drive Organizational Performance®

**Category:** Interpersonal Skills and Communications
**Location:** Web-based
**Workshop Type:** Virtual Workshop
**Date:** Wednesday, October 20
**Time:** 9:30am – 4:30pm
**Price:** $190
**Participant Max:** 30

**Target Audience:** 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 this workshop, participants will:**
- 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

**Appreciating Style 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:** Wednesday, October 27  
**Time:** 9:30am – 12:30pm  
**Price:** $115  
**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
November 2021

**Project Management Essentials for the Unofficial Project Manager**

Develop the mindset, skillset, and toolset to consistently deliver successful projects to completion.

*Category: Productivity & Software*
*Location: Web-based*
*Workshop Type: Virtual Workshop*
*Date: Wednesday, November 3*
*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

**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: Thursday, November 4*
*Time: 10:30am – 3:30pm*
*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 $190 course fee.

*NEW* Using Mindfulness to Reduce Stress
Demystify mindfulness and learn how to use it to reduce stress by increasing awareness and improving emotional well-being

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

Target Audience: Staff, Managers and Faculty who are interested in reducing stress in their lives.

By the end of this workshop, participants will:
• Understand mindfulness and why it works
• Discover the effect of stress on our well-being and the impact of mindfulness
• Clarify the relationship between mindfulness and meditation
• Learn and practice techniques to build mindfulness practices
• Build a realistic plan for being more mindful

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 & Communication
Location: Web-based
Workshop Type: Virtual Workshop
Date: Tuesday, November 9
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’s valuable in a constantly-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* Practicing Self-Leadership

Strengthen your impact as an individual contributor and prepare for future leadership roles.

Category: Interpersonal Skills & Communications
Location: Web-based
Workshop Type: Virtual Workshop
Date: Wednesday, November 10
Time: 9:00am – 5:00pm
Price: $290
Participant Max: 30

Target Audience: Faculty, Managers and Staff who are interested in maximizing their performance potential and learning fundamental techniques for managing other people.

By the end of this workshop, participants will:

- Gain a leader’s mindset and challenge assumed constraints to getting results
- Learn to take initiative and proactively seek direction, feedback and support
- Use a model for establishing, clarifying, prioritizing and achieving goals
- Improve the ability to self-diagnose skill level and commitment for assigned work
- Explore the Situational Leadership® model to manage performance for self and others
- Tap into personal strengths, networks and inner resources for greater impact
- Understand key elements for building trust and fostering positive work relationships
- Review the four skills for effective listening, communicating and influencing others

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: Thursday, November 11
Time: 9:30am – 4:30pm
Price: $230
Participant Max: 15

Target Audience: 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

*NEW* Improving Productivity and Focus in the Hybrid World
Learn to set up a work environment to maximize connection when not working in-person.

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

Target Audience: Staff who work virtually (either full-time or partially) and/or who work with others in a virtual environment.

By the end of this workshop, participants will:
- Identify and understand their values and motivators
- Examine the effects of schedule and environment on motivation and engagement
- Find ways to stay better connected with virtual colleagues
- Be better able to handle ambiguity, distractions and changes in the virtual work environment

*NEW* Improving Staff Motivation and Connection in a Hybrid World
Learn to foster team relationships within a virtual environment.

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

Target Audience: Managers who work virtually (either full-time or partially) and/or who manage staff working in a virtual environment.

By the end of this workshop, participants will:
- Identify and understand their own values and motivators and how to figure out those of their team
- Examine the effects of schedule and environment on team motivation and engagement
- Find ways to better connect their virtual team and colleagues
- Be better able to manage their teams through ambiguity, distractions and changes in the work environment
December 2021

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 1
Time: 9:30am -12:30pm
Price: $130
Participant Max: 15

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

By the end of this workshop, participants will:

Working 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

Configuring Excel for Macros
• The Developer Tab
• Macro security
• Trust center
• Saving files

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

Creating Dynamic Macros
• Absolute versus Relative references

Upon registering for a course, please have your department chartstring available to confirm your seat. Please note, a virtual workshop link and workshop resources will be provided once your
registration and chartstring are confirmed.

**Microsoft Office – Excel 2016 Advanced Pivot Tables**
Upon successful completion of this 2.5 hour course, you will be able to use Excel 2016 advanced PivotTable functionality to analyze your raw data.

Category: Productivity & Software  
Location: Web-based  
Workshop Type: Virtual Workshop  
Date: Wednesday, December 1  
Time: 1:30pm – 4:30pm  
Price: $130  
Participant Max: 15

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

**By the end of this workshop, participants will:**
- Prepare data for PivotTable reporting  
- Create PivotTables from various data sources.  
- Analyze Data Using PivotTables.  
- Work with PivotCharts.

**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: Webinar  
Date: Tuesday, December 7  
Time: 9:30am - 12:30pm  
Price: $190  
Participant Max: 30

**Target Audience:** 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 this workshop, participants will:**
- Learn to create and communicate clear and achievable performance goals for their 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