Fall 2022

Learning & Development
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Course Offerings for Columbia Employees
Learning & Development
Fall 2022 Course Offerings

The Learning & Development team is excited to announce our Fall course offerings. While most of the workshops continue to be virtual, via Zoom, we have also included several in-person sessions. Please review the course descriptions in this document, and on ELM for more information. Workshops are designed to help promote individual development and skill building for all employees.

Upon registering for a course in ELM, you must have your department chartstring available to confirm your seat. Your chartstring should consist of both your department number and project number (department numbers are 7 digits - example: 1234567 and project numbers begin with UR/GG/PG/CP/PC followed by 6 digits - example: UR009999)

The virtual workshop Zoom links and any supplemental resources for the class will be provided via email, approximately one day before the workshop date.

* Please note that in person classes are subject to change, based on University guidelines.
**Essentials to Managing Meetings (Webinar) *NEW***

This webinar is designed to provide a theoretical understanding of how to develop, run, and follow-up on meetings.

**Location:** Zoom  
**Date:** Wednesday, September 28, 2022  
**Time:** 10:00am – 10:45am  
**Price:** Free

**Target Audience:** Faculty, Managers and Staff who are looking to improve their meeting management skills, and run more effective meetings.

By the end of the workshop, participants will:

- Define the four types of meetings
- Understand the key concepts for planning a meeting
- Learn how to recognize and resolve common meeting problems
- Develop strategies to perform an appropriate follow up
Microsoft Office - Excel 2019 Level 1
Learn to create and edit basic Microsoft Office Excel 2019 worksheets and workbooks.

**Location:** Zoom  
**Date:** Tuesday, October 4, 2022  
**Time:** 9:30am-4:30pm  
**Price:** $240.00

**Target Audience:** Faculty, Managers and Staff who desire to gain the necessary skills to create, edit, format, and print basic Microsoft Office Excel 2019 worksheets.

By the end of the workshop, participants will:
- Create a basic worksheet by using Microsoft Excel 2019
- Perform calculations in an 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.

**Location:** Zoom  
**Date:** Wednesday, October 5, 2022  
**Time:** 9:30am – 12:30pm  
**Price:** $100.00

**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 their time
- Identify your priorities
- Organize work for maximum efficiency
- Develop strategies to deal with interruptions and distractions
- Learn how to avoid procrastination
The Power of 1: Exploring the Relationship Dynamic *NEW*
Participants will examine where in their leadership or life they are being less effective than they would like as a result of undistinguished relationship dynamics.

Location: Zoom  
Date: Thursday, October 6, 2022  
Time: 9:30am – 12:30pm  
Price: $100.00

Target Audience: Faculty, Managers and Staff who want to develop strategies to better their personal and work relations.

By the end of this workshop, participants will:
- Have new perspectives on what makes a relationship successful
- Identify relationships that need upgrading
- Have the tools to upgrade those relationships

Peer Coaching for Greater Collaboration
Learn a collaborative coaching process to improve your professional and career development by engaging with peers in a mutually beneficial partnership.

Location: Zoom  
Date: Tuesday, October 11, 2022  
Time: 9:30am – 11:30am  
Price: $100.00

Target Audience: Faculty, Managers and Staff looking to expand their peer coaching skills and increase the quality of their collaboration with colleagues.

By the end of the workshop, participants will:
- Explain the difference between peer coaching and other types of coaching
- Learn a four-step model as a framework to structure and shape a coaching conversation
- Set meaningful goals and create an action plan to establish a focus and direction
- Learn how to develop and maintain a peer coaching relationship that is aligned with professional and career needs

Stepping Up to Accountability *NEW*
Understand the importance of buying in and committing to goals in order to be more effective in the workplace.

**Location:** Zoom  
**Date:** Wednesday, October 12, 2022  
**Time:** 9:30am – 12:30pm  
**Price:** $100.00

**Target Audience:** Faculty, Managers and Staff looking to learn the benefits of being responsible for their work tasks, for their own goals and for the achievement of team goals.

By the end of this workshop, participants will:

- Learn what accountability is and why we care about it
- Understand the four steps to accountability: See It, Own It, Solve It, Do It
- Review the difference between:
  - ‘above the line’ behaviors such as: showing ownership and solving problems and
  - ‘below the line’ behaviors such as: blaming and making excuses
- Know the role of failure – how to make it a learning tool instead of something to fear
- Understand what communications are needed to increase accountability
- Examine the role of time management in accountability; looking at the effects of disorganization and procrastination

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**Goal Setting and Developing Staff**

Learn how to establish clear and effective staff goals and development plans to ensure a productive and engaging year.

**Location:** Zoom  
**Date:** Wednesday, October 12, 2022  
**Time:** 1:30pm – 4:30pm  
**Price:** $100.00

**Target Audience:** Faculty, Managers and Staff who are seeking support in confirming goals for staff and creating viable options for staff development.

By the end of the workshop you will learn:

- Understand the role and timing of goal setting in the performance management process
- Learn tips and tools for setting effective goals
- Practice setting meaningful goals for yourself and your staff
- Learn about the 70/20/10 approach for development planning which focuses on growth gained through a mix of experience, exposure and education
- Experience a roadmap for a development conversation, including possible pitfalls and how to avoid them
**Improv for Better Communication *NEW***

Learn cognitively and physically engaging strategies for communicating your ideas with greater clarity and confidence.

**Location:** Studebaker, Room 469  
**Date:** Tuesday, October 18, 2022  
**Time:** 1:30pm – 4:30pm  
**Price:** $100.00

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

By the end of the workshop you will learn:

- How to feel more confident responding in the moment
- Techniques for deepening their listening and collaboration skills
- Practical skills for delivering content while maximizing their personal presence
- How to craft a strategic personal story and target it to specific stakeholders
- Awareness of how physical and vocal presence impact confidence and credibility

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**Leave Management**

In this workshop you will learn about Columbia-specific policies as well as the application of federal, state and local laws with regard to leave management.

This workshop will be available in two formats, on the same day – virtual and in-person. See details below.

**Session 1: Virtual (Condensed Version)**  
**Location:** Zoom  
**Date:** Wednesday, October 19, 2022  
**Time:** 10:00am – 11:30am

**Price:** Free* ($100.00 cancellation fee ONLY if cancellation notice not received within 7 days of course)  
**Target Audience:** All Managers who have to handle leave of absence situations for their staff members.

By the end of the workshop, participants will:

- Understand and explain leaves such as: FMLA, medical leaves of absences, personal leaves, pregnancy related disability, intermittent absences and much more
- Provide effective guidance to managers and employees in your own department
- Evaluate a situation in your own department and consider appropriate next steps
**Effective Writing Skills**

Learn to create professional communications that are clear, concise and successfully engage others.

**Location:** Zoom  
**Date:** Thursday, October 20, 2022  
**Time:** 9:30am – 12:30pm  
**Price:** $100.00

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

By the end of this workshop, participants will:

- Identify the three most common failings of business writing and how to avoid them
- Analyze the Target Audience and tailor writing appropriately
- Choose words and phrases that project the correct image
- Avoid phrases that raise red flags to your readers
- Edit writing for clarity and correct use of grammar
- Improve the flow writing with transitional phrases

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**Appreciating Style Differences: Powered by the Myers-Briggs Type Indicator® (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.

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

**Location:** Zoom  
**Date:** Tuesday, October 25, 2022  
**Time:** 9:30am – 12:30pm  
**Price:** $135.00

**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 career impact through your unique style
**Microsoft Office – Excel 2019 Advanced PivotTables**
Learn Excel 2019 advanced PivotTable functionality to analyze your raw data.

**Location:** Zoom  
**Date:** Wednesday, October 26, 2022  
**Time:** 9:30am – 12:30pm  
**Price:** $135.00

**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:
- Prepare data for PivotTable reporting
- Create PivotTables from various data sources.
- Analyze Data Using PivotTables.
- Work with PivotCharts

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**Microsoft Office – Excel 2019 The Fundamentals of Macros**
Learn advanced formulas and work with various tools to analyze data in spreadsheets specifically using Macros.

**Location:** Zoom  
**Date:** Wednesday, October 26, 2022  
**Time:** 1:30pm – 4:30pm  
**Price:** $135.00

**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 have an understanding of the following:
- Working with Macros
- Configuring Excel for Macros
- Running Macros
- Creating Dynamic Macros
**Project Management Essentials for the Unofficial Project Manager**

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

**Location:** Zoom  
**Date:** Tuesday, November 1, 2022  
**Time:** 9:30am – 4:30pm  
**Price:** $200.00  

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

By the end of the 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

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**Essentials to Managing at Columbia University**

Learn to manage staff with support from key University offices and administrative resources.

**Session 1: Manhattanville**  
**Location:** Studebaker Room 469  
**Date:** Thursday, October 27, 2022  
**Time:** 9:30am – 12:30pm  

**Session 2: CUIMC**  
**Location:** Roy & Diana Vagelos Education Center Room 1202  
**Date:** Wednesday, November 2, 2022  
**Time:** 1:00pm – 4:00pm  

**Price:** Free* ($100.00 cancellation fee ONLY if cancellation notice not received within 7 days of course)  

**Target Audience:** Newly hired and promoted Managers at the University. By the end of the 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
5 Elements of Successful Team Performance in a Hybrid Environment *NEW*
Learn a model to address common challenges that derail your team’s engagement and staff achievement.

Location: Zoom
Date: Thursday, November 3, 2022
Time: 9:30am – 12:30pm
Price: $100.00

Target Audience: Faculty, Managers and Staff looking to enhance the effectiveness of their teams working in a hybrid environment.

By the end of the workshop, participants will:
- Understand the 5 essential components of team performance and how they are affected by hybrid work
- Build trust among the team when working in different locations
- Enhance virtual team communications
- Explore how to successfully navigate conflict in a virtual setting
- Discuss how to maintain accountability in a hybrid environment through connection and collaboration

Persuasive Speaking: Get Your Ideas Heard Through the Noise *NEW*
Learn how to use persuasive speech and how to adapt that speech to different audiences.

Location: Zoom
Date: Thursday, November 3, 2022
Time: 1:30pm – 4:30pm
Price: $100.00

Target Audience: Faculty, Managers and Staff who are seeking methods to understand how use persuasive speech and how to adapt that speech to different audiences.

By the end of the workshop, participants will:
- Analyze what persuasive speaking means and how to adapt it to different audiences
- Identify the elements that makes a message persuasive
- Practice developing persuasive content using a real-world example
- Examine elements of delivery that make a message more persuasive
- Expand your persuasive speaking when addressing questions and objections
- Practice delivering persuasive content with a real-world example
**Having Difficult Conversations to Build Better Bridges**

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

**Location:** Studebaker, Room 469  
**Date:** Tuesday, November 15, 2022  
**Time:** 9:30am – 12:30pm  
**Price:** $100.00  

**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:

- Understand their own reactions to anticipating difficult conversations
- Define “difficult conversations” and why they are, well…difficult
- Apply a model to guide difficult conversations while building partnerships
- Deploy strategies during difficult conversations that work toward resolution while eliminating confusion
- Be prepared to use the strategies in a real-world conversation

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**Increasing Engagement While Working in an Evolving Environment *NEW***

Examine the components of engagement, assess your level, and create a plan to take yours to the next level.

**Location:** Studebaker, Room 469  
**Date:** Tuesday, November 15, 2022  
**Time:** 1:30pm – 4:30pm  
**Price:** $100.00  

**Target Audience:** Faculty, Managers and Staff who would like to look at their own engagement and want to develop a plan to improve it in the current working environment.

By the end of this workshop, participants will:

- Understand what engagement means and how it is created
- Pinpoint your own current level of engagement and be able to identify the factors that have contributed to it and the factors that are eroding it
- Consider the role of trust, authenticity and empathy in maximizing engagement
- Create a straight-forward plan to increase your engagement
Managing Unionized Staff

Understand the processes and procedures of managing unionized staff.

**Session 1: Manhattanville***

- **Location:** Zoom
- **Date:** Wednesday, November 16, 2022
- **Time:** 10:00am – 1:00pm

**Session 2: CUIMC***

- **Location:** Zoom
- **Date:** Wednesday, November 16, 2022
- **Time:** 1:30pm – 4:30pm

**Price:** Free* ($100.00 cancellation fee ONLY if cancellation notice not received within 7 days of course)

**Target Audience:** Faculty and Managers - who supervise unionized staff. Please note Session 1 will focus on Unions represented at Morningside and Manhattanville. Session 2 will focus on Unions represented at CUIMC.

By the end of the workshop you will:

- Understand what progressive discipline is and its purpose
- Identify what a grievance is and know the grievance process
- Know why and when it is appropriate to discipline a unionized staff member

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**The Five Choices to Extraordinary Productivity®**

Better manage decisions, attention, and energy to consistently make choices that give the greatest return on time.

- **Location:** Zoom
- **Date:** Thursday, November 17, 2022
- **Time:** 9:30am – 4:30pm
- **Price:** $200.00

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

By the end of the workshop, participants will:

- 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
**Practicing Self-Leadership**

Develop the mindset and skill set to become empowered, proactive self leaders.

**Session 1: CUIMC**  
**Location:** Roy and Diana Vagelos Education Center (VEC), Room 404

**Date:** Thursday, December 1, 2022  
**Time:** 9:30am – 4:30pm

**Price:** $300.00

**Target Audience:** Faculty, Managers and Staff who want to take control of their own success and are committed to getting results.

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

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**Building Your Personal Brand *NEW***

Learn how to effectively sell yourself.

**Location:** Zoom

**Date:** Tuesday, December 6, 2022  
**Time:** 9:30am-12:30pm

**Price:** $100.00

**Target Audience:** Faculty, Managers and Staff who would like to craft their own personal brand statement.

By the end of the workshop, participants will:

- Define what a personal brand is
- Identify personal core values, mission, strengths and skills
- Create a personal elevator pitch
- Practice communicating your personal brand
Performance Management for Managers

Set clear work goals for your staff and provide them ongoing coaching and feedback.

Session 1: Manhattanville
Location: Studebaker, Room 469
Date: Wednesday, December 7, 2022
Time: 10:00am – 4:00pm

Session 2: CUIMC
Location: Roy and Diana Vagelos Education Center (VEC), Room 404
Date: Thursday, December 8, 2022
Time: 10:00am – 4:00pm

Price: Free* ($100.00 cancellation fee ONLY if cancellation notice not received within 7 days of course)

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 the 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

Strategic Career Planning

Learn career management strategies that leverage your skills, interests, and professional goals.

Location: Zoom
Date: Tuesday, December 13, 2022
Time: 9:30am-12:30pm
Price: $100.00

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

By the end of the workshop, participants will:
- 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