Fall 2023

Learning & Development
Imagine what’s next.

Course Offerings for Columbia Employees
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: UR099999).

Links to virtual workshops in Zoom can be found in your class registration in ELM. You should also receive this information via email at the time of registration.

* Please note that in person classes are subject to change, based on University guidelines.
Performance Management for Managers
Set clear work goals for your staff and provide them ongoing coaching and feedback.

Course ID: 00013833
Category: Management & Leadership
Location: CUIMC - Hammer Health Science Center, Room 322 (701 West 168th Street)
Date: Tuesday, September 19, 2023
Time: 9:30am – 4:30pm
Price: Free

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 Management Communication
Learn or refresh critical communication skills associated with being an effective manager.

Course ID: 0000055020
Category: Management & Leadership
Location: Zoom
Date: Wednesday, September 27, 2023
Time: 9:30am – 12:30pm
Price: $100.00

Target Audience: Managers and supervisors who want to learn how to craft effective messaging to their team across a variety of situations.

By the end of the workshop, participants will:
- Consider how to think strategically for your team and effectively present your ideas
- Examine strategies to work successfully with and motivate employees with different styles and needs
- Gain techniques on communicating tough messages to a team
- Explore ways to facilitate meetings to achieve goals
- Identify a strategic approach to manage conflict between employees
- Learn how to onboard employees so they can hit the ground running
Strategic Thinking and Big Picture Planning

Learn to apply big picture thinking to get work done more effectively.

**Course ID:** 0000055021  
**Category:** Interpersonal Skills & Communications  
**Location:** Zoom  
**Date:** Wednesday, September 27, 2023  
**Time:** 1:30pm – 4:30pm  
**Price:** $100.00

**Target Audience:** Faculty, Managers and Staff looking to become more strategic in their thinking.

By the end of the workshop, participants will:
- Define strategic thinking and how it differs from tactical thinking
- Identify how to turn tactical tasks into strategic ones
- Learn how to conduct a SWOT (strengths-weaknesses-opportunities-threats) analysis to gain an in-depth understanding of an issue
- Gain exposure to other popular strategic thinking techniques
- Learn how mission and vision statements guide strategic thinking and planning work
- Apply strategic thinking to a current problem and identify clear goals of success

Holding Effective 1-on-1’s *NEW*

Learn to hold conversations that increase productivity and connection with your team.

**Course ID:** 0000055022  
**Category:** Management & Leadership  
**Location:** Zoom  
**Date:** Thursday, September 28, 2023  
**Time:** 10:00am – 12:00pm  
**Price:** $100.00

**Target Audience:** Faculty and Managers who want to ensure their staff 1 on 1s help get and keep their staff engaged.

By the end of the workshop, participants will:
- Identify staff levels of engagement
- Understand fundamentals of conducting a 1 on 1
- Recognize the components of communication and how they affect messaging
- Learn the core components of coaching questions for more meaningful interactions
**Change: How to Turn Uncertainty into Opportunity for Leaders**

Successful leaders engage their people in change, making it feel less uncertain and more like an opportunity.

**Course ID:** 0000044040  
**Category:** Management & Leadership  
**Location:** Manhattanville - Studebaker, Room 469  
**Date:** Tuesday, October 3, 2023  
**Time:** 9:30am – 4:30pm  
**Price:** $200.00

**Target Audience:** Faculty and Managers who want to successfully lead their teams through workplace change.

By the end of the workshop, participants will:
- Understand the human experience of change
- Successfully lead people through the human reactions of change
- Optimize any change-management process
- Develop tools to engage their teams in not only managing change but embracing it, while unleashing your potential to achieve your targeted results

**Microsoft Office - Excel 2019 Level 2**

Learn advanced formulas and work with various tools to analyze data in spreadsheets.

**Course ID:** 00013819  
**Category:** Productivity & Software  
**Location:** Zoom  
**Date:** Thursday, October 12, 2023  
**Time:** 9:30am – 4:30pm  
**Price:** $240.00

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

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

**Course ID:** 00015761  
**Category:** Formal Presentations & Public Speaking  
**Location:** Manhattanville - Studebaker, Room 469  
**Date:** Thursday, October 5, 2023  
**Time:** 9:30am – 12:30pm  
**Price:** $100.00

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

By the end of the 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

**Expanding Capacity to Enhance Productivity ** *NEW*
Learn to enhance productivity & expand bandwidth by inspiring creativity to overcome challenges and achieve results.

**Course ID:** 0000055024  
**Category:** Productivity & Software  
**Location:** Zoom  
**Date:** Tuesday, October 10, 2023  
**Time:** 9:30am – 12:30pm  
**Price:** $100.00

**Target Audience:** Faculty, Managers and Staff who want to understand the elements that lead to high performance and great results.

By the end of the workshop, participants will:
- Have an understanding of what leads to high performance and great results
- Develop a way of thinking that inspires and challenges people to find new innovative solutions
- Be able to create opportunities out of challenging situations
- Be able to examine the physical, emotional and intellectual aspects to enhance individual capacity
**Identifying the Source of Results *NEW***
Learn how to remove the obstacles to your desired result and develop habits consistent with those results.

**Course ID:** 0000055034  
**Category:** Productivity & Software  
**Location:** Zoom  
**Date:** Tuesday, October 10, 2023  
**Time:** 1:30pm – 4:30pm  
**Price:** $100.00

**Target Audience:** Faculty, Managers and Staff who want to learn how to remove the obstacles to their desired results and develop habits consistent with those results.

By the end of the workshop, participants will:
- Have new power in causing results in your life
- See the relationship between your mind and the results you have
- Be able to examine the underlying sources to what goes on in your mind
- Have the tools for being able to cause different results
- Have access to design practices to have your desired results

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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.

**Course ID:** 00013831  
**Category:** Management & Leadership

**Session 1: Morningside/Manhattanville***  
**Location:** Manhattanville - Studebaker, Room 469  
**Date:** Tuesday, October 17, 2023  
**Time:** 1:30pm – 4:30pm

**Session 2: CUIMC***  
**Location:** Hammer Health Science Center, Lower-Level Room 107  
**Date:** Wednesday, December 6, 2023  
**Time:** 2:00pm-5:00pm

**Price:** Free

**Target Audience:** All Managers who must 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
**Essentials to Managing at Columbia University**  
Learn to manage staff with support from key University offices and administrative resources.

**Course ID:** 00023680  
**Category:** Management & Leadership  
**Location:** Manhattanville - Studebaker, Room 469  
**Date:** Tuesday, October 24, 2023  
**Time:** 9:30am – 4:30pm  
**Price:** Free

**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

**Effective Writing Skills**  
Learn to create professional communications that are clear, concise and successfully engage others.

**Course ID:** 0000026627  
**Category:** Interpersonal Skills & Communications  
**Location:** Zoom  
**Date:** Tuesday, October 31, 2023  
**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 the 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
Design Thinking 101
Learn to use Design Thinking® principles to drive practical, innovative solutions in hybrid/virtual work.

Course ID: 00018922
Category: Productivity & Software
Location: Manhattanville - Studebaker, Room 469
Date: Thursday, November 2, 2023
Time: 9:30am – 11:30am
Price: $100.00

Target Audience: Faculty, Managers and Staff looking to engage in a Design Thinking process to create new or enhance processes, practices and solutions to their work.

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

Managing Unionized Staff
Understand the processes and procedures of managing unionized staff.

Course ID: 0000048161
Category: Management & Leadership

Session 1: Morningside/Manhattanville*
Location: Zoom
Date: Wednesday, November 8, 2023
Time: 10:00am – 1:00pm
Price: Free

Session 2: CUIMC*
Location: Hammer Health Science Center, Room 312
Date: Tuesday, December 12, 2023
Time: 10:00am – 1:00pm

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, participants 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
The Workshop on Leadership Development and Teambuilding *NEW*
Learn how to motivate people, conquer setbacks, create inspired teams.

Course ID: 0000055035
Category: Management & Leadership
Location: Zoom
Date: Tuesday, November 14, 2023
Time: 9:30am – 12:30pm
Price: $100.00

Target Audience: Managers who are looking for ways to develop their team.

By the end of the workshop, participants will:
● Develop and Retain Your “Dream Team”
● Address Weak Links: A Team Coaching Approach
● Remove Obstacles and Boost Team Success
● Trust: Your Key to Winning Hearts and Minds
● Lead — and Succeed — Through the Tough Times
● Master 21st-Century Communication: The New Rules

The Manager’s Role as Trainer & Coach *NEW*
Discover proven strategies and expert techniques to help you train your staff more effectively, improving their efficiency and making you a better overall manager.

Course ID: 0000055036
Category: Management & Leadership
Location: Zoom
Date: Tuesday, November 14, 2023
Time: 1:30pm – 4:30pm
Price: $100.00

Target Audience: Managers who are looking to become a better overall manager.

By the end of the workshop, participants will:
● Understand your role as a manager – both as a coach and trainer
● Overcome communication barriers and different learning styles
● Learn how to increase engagement, motivation and encourage continued learning
Elevate Team Culture with Trust
Learn how to use trust to drive organizational performance and productivity.

Course ID: 00015760  
Category: Interpersonal Skills & Communications  
Location: Manhattanville - Studebaker, Room 469  
Date: Thursday, November 16, 2023  
Time: 9:30am – 4:30pm  
Price: $200.00

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 the 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

Microsoft Office – Excel 2019 Power Pivot – Advanced Database Features *NEW*
Power Pivot is an Excel add-in you can use to perform powerful data analysis and create sophisticated data models.

Course ID: 0000055043  
Category: Productivity & Software  
Location: Zoom  
Date: Tuesday, November 28, 2023  
Time: 9:30am – 4:30pm  
Price: $240.00

Target Audience: Faculty, Managers and Staff who have taken Macros and Pivot Tables and want to expand their Excel capabilities.

By the end of the workshop, participants will:

- Have an understanding of the following Excel functions:
  - Using Lists
  - Using Table Features
  - Creating and working with PivotTables
  - Enhancing PivotTables
  - Analyzing Data
  - Getting Started with Power Pivot
  - Visualizing Power Pivot Data
Inclusive Leadership: Practical Ways to Cultivate Inclusion & Build a Better Team *NEW*
Discover ways to develop yourself as a leader and inspire a sense of belonging in each member of your team.

Course ID: 0000055044  
Category: Management & Leadership  
Location: Manhattanville - Studebaker, Room 469  
Date: Thursday, November 30, 2023  
Time: 9:30am – 4:30pm  
Price: $200.00

Target Audience: Faculty and Managers looking to create a strong sense of belonging that invites every team member to offer their best.

By the end of the workshop, participants will:
● Understand why leading inclusively is a core leadership skill  
● Connect to understand every team member by choosing curiosity to learn their unique interests, skills, and vision for their future  
● Create opportunity by looking for potential in every team member, addressing any barriers to success, and advocating for them along the way  
● Model inclusive behaviors during daily interactions  
● Work with their team to identify and commit to inclusive culture-building behaviors  
● Effectively offer redirection feedback on non-inclusive behaviors that impact the team’s culture
Practicing Self-Leadership

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

Course ID: 0000035804
Category: Interpersonal Skills & Communications
Location: Manhattanville - Studebaker, Room 469
Date: Wednesday, December 5, 2023
Time: 9:30am – 4:30pm
Price: $300.00

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 the 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

Change: How to Turn Uncertainty into Opportunity for Individuals

Understand the human experience of change and develop the skills to successfully navigate any workplace change.

Course ID: 0000055045
Category: Interpersonal Skills & Communications
Location: Zoom
Date: Tuesday, December 7, 2023
Time: 10:00am – 12:00pm
Price: $100.00

Target Audience: Faculty, Managers and Staff who want to successfully navigate workplace change.

By the end of the workshop, participants will:

- Understand what happens to individuals during change
- Recognize the common reactions to change
- Explore the change model and how to optimize the change management process
**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.

**Course ID:** 00013831  
**Category:** Management & Leadership

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**Price:** Free

**Target Audience:** All Managers who must 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

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**Managing Unionized Staff**
Understand the processes and procedures of managing unionized staff.

**Course ID:** 0000048161  
**Category:** Management & Leadership

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**Price:** Free

**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, participants 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
**Developing Your Emotional Intelligence *NEW***
Discover Emotional Intelligence (EI) skills to gain the ability to better respond to the world around you, including eliminating the stress and frustration that arises from working with others.

**Course ID:** 0000055047  
**Category:** Interpersonal Skills & Communications  
**Location:** Zoom  
**Date:** Wednesday, December 13, 2023  
**Time:** 9:30am – 12:30pm  
**Price:** $100.00

**Target Audience:** Faculty, Managers and Staff looking to increase your EI to stand out from the crowd.

By the end of the workshop, participants will:
- Identify and understand the four main components of emotional intelligence (EI)
- Strengthen their EI to create a lasting, positive effect on them, their team and their organization
- Explore emotions to better understand psychological and physical reactions
- Investigate and adapt strategies to help manage emotions
- Develop active and empathetic listening skills to hear the real messages people are sending
- Know how EI can be used to influence, build consensus and manage conflict
- Put all your EI training into practice to create a more positive work environment for career success

**Presentation Skills for a Virtual Audience *NEW***
Learn the techniques and skills necessary for an effective virtual presentation to help keep your remote audience engaged.

**Course ID:** 0000055048  
**Category:** Formal Presentations & Public Speaking  
**Location:** Zoom  
**Date:** Wednesday, December 13, 2023  
**Time:** 1:30pm – 4:30pm  
**Price:** $100.00

**Target Audience:** Faculty, Managers and Staff looking to improve their virtual presentation skills.

By the end of the workshop, participants will:
- Learn how to conduct effective virtual team meetings
- Be able to plan and preparing a powerful virtual presentation
- Use visual aids effectively in virtual presentations
**Project Management Essentials for the Unofficial Project Manager**

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

**Course ID:** 0000029714  
**Category:** Productivity & Software  
**Location:** Manhattanville - Studebaker, Room 469  
**Date:** Thursday, December 14, 2023  
**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