Spring 2019 Course Descriptions for Affiliates

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

<table>
<thead>
<tr>
<th>Date &amp; Time</th>
<th>Course Title</th>
<th>Fee</th>
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<tbody>
<tr>
<td>March 12th</td>
<td>9:30am-4:30pm Project Management Level 1</td>
<td>$175</td>
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<tr>
<td>March 19th</td>
<td>9:30am-12:30pm Managing Your Time and Priorities at Work</td>
<td>$95</td>
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<tr>
<td>March 19th</td>
<td>1:30pm-4:30pm Getting Results Through Effective Delegation</td>
<td>$95</td>
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<tr>
<td>March 21st</td>
<td>9:30am-11:30am &quot;NEW&quot; Peer Coaching for Collaboration</td>
<td>$95</td>
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<tr>
<td>March 21st</td>
<td>2:30pm-4:30pm &quot;NEW&quot; Design Thinking 101</td>
<td>$95</td>
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<tr>
<td>March 21st</td>
<td>9:30am-4:30pm Microsoft Office - Excel 2016 Level 1</td>
<td>$230</td>
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<tr>
<td>March 26th</td>
<td>9:30am-12:30pm &quot;NEW&quot; Manage Conflict Using the Myers-Briggs Type Indicator (MBTI)</td>
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<tr>
<td>March 28th</td>
<td>9:30am-4:30pm Microsoft Office - Excel 2016 Level 2</td>
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<tr>
<td>April 1st</td>
<td>9:30am-12:30pm Performance Review Prep for Staff</td>
<td>$95</td>
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<tr>
<td>April 2nd</td>
<td>1:30pm-4:30pm Strategic Career Management</td>
<td>$95</td>
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<tr>
<td>April 4th</td>
<td>9:30am-4:30pm Microsoft Office - Excel 2016 Level 3</td>
<td>$230</td>
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<tr>
<td>April 9th &amp; Wednesday, April 10th</td>
<td>9:00am-5:00pm The 7 Habits of Highly Effective People</td>
<td>$295</td>
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<tr>
<td>April 11th</td>
<td>9:30am-12:30pm Microsoft Office - Excel 2016 Advanced Pivot Tables</td>
<td>$130</td>
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<tr>
<td>April 11th</td>
<td>1:30pm-4:30pm Microsoft Office - Excel 2016 The Fundamentals of Macros</td>
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<tr>
<td>April 16th</td>
<td>9:30am-4:30pm Speaking with Presence</td>
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<tr>
<td>April 18th</td>
<td>9:30am-4:30pm Microsoft Office - Excel 2016 Level 2</td>
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<tr>
<td>April 23rd</td>
<td>9:30am-4:30pm Project Management Level 1</td>
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<tr>
<td>April 24th</td>
<td>9:30am-12:30pm Having Challenging Conversations</td>
<td>$95</td>
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<tr>
<td>April 24th</td>
<td>1:30pm-4:30pm Developing Accountability Within Yourself and Others</td>
<td>$95</td>
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<tr>
<td>May 7th</td>
<td>9:30am-4:30pm Microsoft Office - Excel 2016 Level 5</td>
<td>$225</td>
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<tr>
<td>May 9th</td>
<td>9:30am-12:30pm Storytelling (Presenting Data Dynamically)</td>
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<tr>
<td>May 1st</td>
<td>1:30pm-4:30pm The Five Elements of Successful Team Performance</td>
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<tr>
<td>May 7th</td>
<td>9:30am-4:30pm Performance Management for Managers</td>
<td>Free</td>
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<tr>
<td>May 8th</td>
<td>9:30am-12:30pm Influencing Without Authority</td>
<td>$95</td>
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<tr>
<td>May 8th</td>
<td>1:30pm-4:30pm &quot;NEW&quot; Maximizing Your Role on a Team</td>
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<tr>
<td>May 14th &amp; Wednesday, May 15th</td>
<td>9:30am-4:30pm Leading From Within</td>
<td>$275</td>
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If you have questions or feedback, please contact Learning & Development at hrlearning@columbia.edu.
March 2019

**Project Management Level 1**

Learn project management tools and skills that can be applied immediately.

**Category: Productivity & Software**

**Location:** 469 Studebaker  
**Date:** Tuesday, March 12th  
**Time:** 9:30am-4:30pm  
**Price:** $175

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

**By the end of this workshop, participants will learn how to:**

- Understand and apply the Project Management processes
- Determine and use effective Project Management practices
- Learn to use the various tools and techniques to support the practices
- Practice using techniques with in class exercises
- Discuss and Explore project Management Ideas, Concerns, and Issues

**Managing Your Time and Priorities at Work**

Learn best practices for prioritizing tasks, overcoming procrastination and dealing with frequent distractions.

**Category: Productivity & Software**

**Location:** 469 Studebaker  
**Date:** Wednesday, March 20th  
**Time:** 9:30am-12:30pm  
**Price:** $95

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

**By the end of this workshop, participants will learn how to:**

- 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 determine what, when and to whom you should delegate, as well as how to create a delegation plan and conduct effective delegation meetings.

**Category:** Management & Leadership  
**Location:** 469 Studebaker  
**Date:** Wednesday, March 20th  
**Time:** 1:30pm-4:30pm  
**Price:** $95

**Target audience:** All Faculty and Managers who want to enhance their own productivity and focus on crucial goals by delegating tasks and projects to their team members.

**By the end of the workshop participants will learn how to:**
- Describe the benefits of delegation to the delegator and the recipient of the delegation
- Identify tasks to delegate to others
- Select appropriate people to accept delegated tasks
- Influence others to accept delegated tasks
- Create a plan for delegation that includes appropriate training and follow-up checkpoints
- Plan and practice conducting a delegation meeting

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**NEW* Peer Coaching for Collaboration**

Learn a collaborative coaching process to improve your professional and career development by engaging with peers in a mutually beneficial partnership

**Category:** Interpersonal Skills & Communications  
**Location:** 469 Studebaker  
**Date:** Thursday, March 21st  
**Time:** 9:30am-11:30am  
**Price:** $95

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

**By the end of this workshop, participants will learn how to:**
- 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
*NEW* Design Thinking 101
Use Design Thinking® principles to drive practical innovative solutions.

Category: Productivity & Software
Location: 469 Studebaker
Date: Thursday, March 21st
Time: 2:30pm-4:30pm
Price: $95

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

By the end of this workshop, participants will learn how to:
- Explain the Design Thinking model as a tool for innovation
- Investigate and think creatively about design opportunities in your work
- Apply the Design Thinking approach to a target business situations, generate new ideas and implementation plan
- Develop and test ideas through a rapid iteration process to discover meaningful needs and insights

Microsoft Office-Excel Level 1
Learn to create and edit basic Microsoft Office Excel 2010 worksheets and workbooks.

Category: Productivity & Software
Location: 160 Studebaker
Date: Thursday, March 21st
Time: 9:30am-4:30pm
Price: $230

Target audience: All Faculty, Managers, and Staff who desire to gain the necessary skills to create, edit, format and print basic Microsoft Office Excel 2010 worksheets.

By the end of this workshop, participants will learn how to:
- Create basic worksheet by using Microsoft Excel 2010
- 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
*NEW* Manage Conflict Using the Myers-Briggs Type Indicator (MBTI)
Leverage your MBTI type to gain additional insight into your own conflict management style and navigate conflicts more effectively.

Category: Interpersonal Skills & Communications  
Location: 469 Studebaker  
Date: Tuesday, March 26th  
Time: 9:30am-12:30pm  
Price: $95  

Target audience: All Faculty, Managers, and Staff looking to develop effective conflict management strategies by utilizing the MBTI assessment.

By the end of the workshop participants will learn how to:
- Learn about and reflect on your own conflict management style and that of others
- Discover how your MBTI type influences you in conflict situations
- Utilize a three-stage conflict management model
- Learn strategies for approaching, navigating through, and resolving conflict with similar and different MBTI types

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

Category: Interpersonal Skills & Communications  
Location: 469 Studebaker  
Date: Tuesday, March 26th  
Time: 1:30pm-4:30pm  
Price: $95  

Target Audience: All Faculty, Managers, and Staff seeking to improve their written communication skills.

By the end of this workshop, participants will learn how to:
- 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
Microsoft Office-Excel 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, March 28th
Time: 9:30am-4:30pm
Price: $230

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 learn how to:
- 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
April 2019

**Performance Review Prep for Staff**
Learn strategies to evaluate your own performance and effectively prepare for annual review conversations.

**Category:** Interpersonal Skills & Communications  
**Location:** 469 Studebaker  
**Date:** Wednesday March 13th  
**Time:** 9:30am-12:30pm  
**Price:** $95

**Target Audience:** All Faculty, Managers, and Staff who are looking to partner with their manager in conducting performance reviews that lead to clear key takeaways and plans for further development.

**By the end of this workshop, participants will learn how to:****  
- Review manager and staff role in performance reviews and establishing key evaluation metrics  
- Learn an approach to self-assess work assignment and behavior based performance  
- Gain tips for writing a self-appraisal and preparing for formal and ad-hoc feedback discussions  
- Explore strategies to remain open and receptive to input and suggestions Practice using a framework for creating positive and engaging feedback reviews

**Strategic Career Management**
Learn career management strategies that leverage your skills, interests, and professional goals.

**Category:** Interpersonal Skills & Communications  
**Location:** 469 Studebaker  
**Date:** Wednesday, March 13th  
**Time:** 1:30pm-4:30pm  
**Price:** $95

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

**By the end of the workshop participants will learn how to:****  
- 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
Microsoft Office-Excel Level 3
Gain the skills necessary to create macros, audit and analyze worksheet data, incorporate multiple data sources, and import and export data.

Category: Productivity & Software
Location: 160 Studebaker
Date: Tuesday, April 4th
Time: 9:30am-4:30pm
Price: $230

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 learn how to:
- Enhance productivity and efficiency by streamlining the workflow
- Collaborate with other workbook users
- Audit worksheets
- Analyze data
- Work with multiple workbooks
- Import and export data
- Integrate Excel data with the web
The Seven Habits of Highly Effective People
Learn the 7 essential habits to improve personal productivity, engagement, collaboration and personal and professional success. This course is the Franklin Covey Signature 2-day experiential workshop based on the best-selling book by Dr. Stephen R. Covey.

Category: Productivity & Software
Location: 469 Studebaker
Date: Tuesday, April 9th and Wednesday, April 10th
Time: 9:00am-5:00pm
Price: $295

Target Audience: All Faculty, Managers and Staff who are want to leverage their strengths to achieve target goals and build relationships.

By the end of this workshop, participants will learn how to:
- Assess paradigms and align to principles of effectiveness
- Assume responsibility, focus and act on what can be controlled and influenced, instead of what can’t
- Define clear measures of success and create a plan to achieve them for both life and work
- Prioritize and achieve the most important goals instead of constantly reacting to urgencies
- Collaborate more effectively with others by building high-trust relationships of mutual benefit
- Influence others by developing a deep understanding of their needs and perspectives
- Develop innovate solutions that leverage diversity and satisfy all key stakeholders
- Increase motivation, energy and work/life balance by making time for renewal activities

*Please note the extended time. Lunch will be provided on both days.*
Microsoft Office – Excel 2010 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, April 11th
Time: 9:30am-12:30pm
Price: $130

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 learn how to:
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 Connections
• 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
Microsoft Office – Excel 2010 The Fundamentals of Macros
Learn advanced formulas and work with various tools to analyze data in spreadsheets specifically using Macros.

Category: Productivity & Software
Location: 160 Studebaker
Date: Thursday, April 11th
Time: 1:30pm-4:30pm
Price: $130

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 learn how to:
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
**Speaking with Presence**
Promote your expertise and impact by developing your leadership presence.

**Category:** Formal Presentations & Public Speaking  
**Location:** 469 Studebaker  
**Date:** Wednesday, April 17th  
**Time:** 9:30am-4:30pm  
**Price:** $175

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

**By the end of this workshop, participants will learn how to:**
- Recognize qualities that convey leadership presence
- Strengthen presentation and communication skills
- Discuss strategies for influencing others
- Learn techniques to navigate challenging dynamics
- Practice leading formal and informal presentations

**Microsoft Office-Excel 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, April 18th  
**Time:** 9:30am-4:30pm  
**Price:** $230

**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 learn how to:**
- 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
Project Management – Level 1
Learn project management tools and skills that can be applied immediately to your role.

Category: Productivity & Software
Location: 469 Studebaker
Date: Tuesday, April 23rd
Time: 9:30am-4:30pm
Price: $175.00

Target audience: All 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 learn how to:
- Understand and apply the project management process
- Determine and use effective project management practices
- Learn to use the various tools and techniques to support the practice
- Practice using techniques with in-class exercises
- Discuss and explore project management ideas, concerns and issues

Having Challenging Conversations
Learn effective strategies for delivering constructive feedback and avoid common pitfalls when engaging in difficult conversations.

Category: Interpersonal Skills & Communications
Location: 469 Studebaker
Date: Wednesday, April 24th
Time: 9:30am-12:30pm
Price: $95

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

By the end of this workshop, participants will learn how to:
- Use a simple, yet effective communication framework to address a range of challenging dynamics
- Transform your most intimidating situations into opportunities for building stronger relationships and improving outcomes
- Diffuse hostility and relational stresses through effective communication
- Increase learning through communication
- Manage differences more effectively and productively
Developing Accountability in Yourself and Others
Learn how to create a culture of accountability within and outside your team. It is recommended that this workshop be paired with Having Challenging Conversations.

Category: Interpersonal Skills & Communications
Location: 469 Studebaker
Date: Wednesday, April 24th
Time: 1:30pm-4:30pm
Price: $95

Target audience: All Faculty and Staff who want to impact their team, organization or their partnerships with others.

By the end of the workshop participants will learn how to:
• Develop skills to hold themselves and others accountable without damaging their relationships
• Begin to understand what makes teams and organizations successful
• Identify the source of gaps in current relationships resulting from lack of accountability
• Be able to have hard conversations to facilitate open communication

Microsoft Office – Excel 2016 Level 3
Gain the skills necessary to create macros, audit and analyze worksheet data, incorporate multiple data sources, and import and export data.

Category: Productivity & Software
Location: 160 Studebaker
Date: Tuesday, April 30th
Time: 9:30am-4:30pm
Price: $230

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 learn how to:
• Enhance productivity and efficiency by streamlining the workflow
• Collaborate with other workbook users
• Audit worksheets
• Analyze data
• Work with multiple workbooks
• Import and export data
• Integrate Excel data with the web
May 2019

Storytelling (Using Data to Make Your Point)
Learn how to increase the effectiveness of your communication through the time-honored practice of telling stories.

Category: Formal Presentations & Public Speaking
Location: 469 Studebaker
Date: Wednesday, May 1st
Time: 9:30am-12:30pm
Price: $95

Target audience: All Faculty, Managers and Staff looking to improve their communication skills and be able to interact with others more effectively.

By the end of this workshop, participants will learn how to:
• Review the difference between how you typically present content and a new, narrative way of presenting
• Realize the power storytelling has to change people’s thinking
• Learn the key principles of story construction
• Review different types of stories you can use for different situations
• Practice the techniques to ensure comfort of use in situations important to the learner

5 Elements of Successful Team Performance
Learn a model to address common challenges that derail your team’s engagement and staff achievement.

Category: Interpersonal Skills & Communication
Location: 469 Studebaker
Date: Wednesday, May 1st
Time: 1:30pm-4:30pm
Price: $95

Target audience: All Faculty, Managers and Staff looking to enhance performance of any team of which they are a member.

By the end of this workshop, participants will learn how to:
• Understand what components are needed for making teams as effective as possible
• Develop skills to ensure they 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
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: Tuesday, May 7th
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 this workshop, participants will learn how to:
- 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 $175 course fee

Influencing without Authority
Influencing Without Authority teaches a process to follow when employees need to motivate people who are not their direct reports and who may not be inclined to help.

Category: Interpersonal Skills & Communication
Location: 469 Studebaker
Date: Wednesday, May 8th
Time: 9:30am-12:30pm
Price: $95

Target audience: All 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 learn how to:
- 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 your baseline influencing style and how/when to flex to an alternate style for greater success
- Follow a roadmap for an influencing conversation to bring it to a successful conclusion
*NEW* Maximizing Your Role on a Team

Being on a team means needing to work with others effectively. Learn how to make the most of your role in order to have your team perform in key areas including team decision making and problem solving, communication, and conflict management.

Category: Interpersonal Skills & Communication  
Location: 469 Studebaker  
Date: Wednesday, May 8th  
Time: 1:30pm-4:30pm  
Price: $95

Target audience: All Faculty, Managers and Staff who want to maximize their contributions to a team in any role.

By the end of this workshop, participants will learn how to:

- Explore and experience how teams can solve problems and make decisions more effectively than people working individually
- Examine the sharing of information in a team and why all members need to provide input
- Understand why all roles are important within a team
- Study leadership, collaboration and conflict issues in team problem solving and decision making and how they impact the contributions you make
- Review key skills for team communication, including clear presentation of ideas and active listening.
Leading from Within for Managers
Explore approaches to improve your leadership skills and increase self-awareness while identifying opportunities and obstacles that can impact your relationships and overall success.

Category: Management & Leadership
Location: 469 Studebaker
Date: Wednesday, March 27th and Thursday, March 28th
Time: 9:30am-4:30pm
Price: $275

Target audience: All Faculty and Managers who are looking develop their leadership skills and self-awareness.

By the end of this workshop, participants will learn how to:
- Explore leadership styles and interpersonal behaviors that enable individual and organizational success
- Increase emotional intelligence skills to manage workplace dynamics and strengthen relationships
- Increase leadership presence with effective communication and self-management practices
- Review relationship management techniques to seek and provide career guidance, support, and feedback