Spring 2020 Course Descriptions for Employees

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>March 2020</th>
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<tbody>
<tr>
<td>Resolving Conflict with PACE</td>
<td>Tuesday, March 10</td>
<td>1:30pm - 4:30pm</td>
<td>$115</td>
</tr>
<tr>
<td>Microsoft Office - Excel 2016 Level 1</td>
<td>Thursday, March 12</td>
<td>9:30am - 4:30pm</td>
<td>$230</td>
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<tr>
<td>Elevate Team Culture with Trust</td>
<td>Tuesday, March 17</td>
<td>9:30am - 4:30pm</td>
<td>$190</td>
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<tr>
<td>Strategic Career Planning</td>
<td>Tuesday, March 24</td>
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<td>Discover Your Strengths and Work Potential</td>
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<td>Managing Your Time and Priorities at Work</td>
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<tr>
<td><strong>NEW</strong> Project Management Essentials for the Unofficial Project Manager</td>
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<th>April 2020</th>
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<tr>
<td>Influencing Without Authority</td>
<td>Wednesday, April 1</td>
<td>9:30am - 12:30pm</td>
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<td>Presenting Ideas with Impact</td>
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<td>The Seven Habits of Highly Effective People</td>
<td>Tuesday, April 7 – Wednesday, April 8</td>
<td>9:00am - 5:00pm</td>
<td>$295</td>
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<td>Microsoft Office - Excel 2016 Level 2</td>
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<td>Essentials to Managing at Columbia University</td>
<td>Tuesday, April 21</td>
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<td>Free</td>
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<td><strong>NEW</strong> Leading through Communication</td>
<td>Tuesday, April 28</td>
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<tr>
<td><strong>NEW</strong> Effective Writing Skills</td>
<td>Wednesday, April 29</td>
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<td>Microsoft Office - Excel 2016 Advanced Pivot Tables</td>
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<tr>
<td>Microsoft Office - Excel 2016 The Fundamentals of Macros</td>
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<td>The Five Choices to Extraordinary Productivity</td>
<td>Tuesday, May 5</td>
<td>9:30am - 4:30pm</td>
<td>$190</td>
</tr>
<tr>
<td><strong>UPDATED</strong> Performance Management for Managers</td>
<td>Wednesday, May 6</td>
<td>9:30am - 2:30pm</td>
<td>Free</td>
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<tr>
<td>Managing Union Staff</td>
<td>Tuesday, May 12</td>
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<tr>
<td>Leave Management</td>
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If you have questions or feedback, please contact Learning & Development at hrlearning@columbia.edu.
Resolving Conflict with PACE
Learn a framework for communicating and resolving problems with people who demonstrate temperament styles similar as well as than your own.

Category: Interpersonal Skills & Communications
Location: 469 Studebaker
Date: Tuesday, March 10
Time: 1:30pm – 4:30pm
Price: $115

Target audience: Faculty, Managers and Staff who are looking to learn more about their behavior style in addition to gaining strategies to manage conflicts when working with others.

By the end of this workshop, participants will:
- Learn the traits of the four main behavioral styles and discover individual primary style
- Increase the effectiveness of communications and work interactions with colleagues by flexing to different behavioral styles needs
- Identify strategies to manage conflict with other behavioral styles
- Examine the values, perspectives and insights each work style brings to teams

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

Category: Productivity & Software
Location: 160 Studebaker
Date: Thursday, March 12
Time: 9:30am – 4:30pm
Price: $230

Target Audience: Faculty, Managers and Staff who desire to gain the necessary skills to create, edit, format and print basic Microsoft Office Excel 2016 worksheets.

By the end of this workshop, participants will:
- Create basic worksheets using Microsoft Excel 2016
- Perform calculations in Excel worksheets
- Modify an Excel worksheet
- Modify the appearance of data within a worksheet
- Manage Excel workbooks
- Print the content of an Excel worksheet
Elevate Team Culture with Trust
Using Trust to Drive Organizational Performance.

Category: Interpersonal Skills & Communications
Location: 469 Studebaker
Date: Tuesday, March 12
Time: 9:30am – 4:30pm
Price: $190

Target Audience: All 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

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

Category: Interpersonal Skills & Communications
Location: 469 Studebaker
Date: Tuesday, March 24
Time: 9:30am – 12:30pm
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 this 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
Discover Your Strengths and Work Potential
Gain an in-depth analysis of your top 5 CliftonStrengths to help you identify your dominant talents, develop strategies and personalized resources for building a strengths-based work life.

**Category: Interpersonal Skills & Communications**
**Location:** 469 Studebaker
**Date:** Tuesday, March 24
**Time:** 1:30pm – 4:30pm
**Price:** $115

**Target audience:** Faculty, Managers and Staff who are looking to identify and leverage their approach to strategic thinking, executing work, influencing others and building relationships.

**By the end of this workshop, participants will:**
- Identify top 5 strengths to gain greater self-awareness
- Understand how they absorb, think and analyze information and situations
- Recognize their intuitive approach to completing work
- Review preferences for working with and influencing others
- Gain strategies for building stronger relationships based on their unique style

*Please note required (non-refundable) pre-work for this course includes the CliftonStrengths assessment.*

Managing Your Time and Priorities at Work
Learn best practices for prioritizing tasks, overcoming procrastination and dealing with distractions.

**Category: Productivity & Software**
**Location:** 469 Studebaker
**Date:** Wednesday, November 13
**Time:** 9:30am – 12:30pm
**Price:** $95

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

**By the end of this workshop, participants will:**
- Understand the primary time-consuming demands
- Identify work priorities
- Organize project and tasks for maximum efficiency
- Develop strategies to deal with interruptions and distractions
- Learn how to avoid procrastination
*NEW* 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: 469 Studebaker
Date: Tuesday, March 31
Time: 9:30am - 4:30pm
Price: $190

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
Influencing Without Authority

Gain a process to follow when looking to motivate colleagues who are not direct reports or who may not be inclined to help reach established goals.

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

Target audience: 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:

- 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 individual baseline influencing style and how/when to flex to an alternate style for greater success
- Gain a roadmap to influence conversations to bring it to reach successful conclusions
Presenting Ideas with Impact
Learn strategies to elevate your presentation skills and leave audiences with a lasting impression.

Category: Formal Presentations & Public Speaking and Interpersonal Skills and Communications
Location: 469 Studebaker
Date: Wednesday, April 1
Time: 1:30pm – 4:30pm
Price: $95

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
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: Interpersonal Skills & Communications
Location: 469 Studebaker
Date: Tuesday, April 7 – Wednesday, April 8
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:
- 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
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: 160 Studebaker
Date: Tuesday, April 7
Time: 9:30am – 4:30pm
Price: $230

Target audience: Faculty, Managers and Staff who are interested in building upon their foundational Excel knowledge to create and modify Excel workbooks.

By the end of the workshop, participants will:
• Use advanced formulas in Microsoft Office Excel 2016
• 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

Bridging Communications with LIFO
Learn to identify and flex your communication style.

Category: Management & Leadership
Location: 469 Studebaker
Date: Tuesday, April 14
Time: 9:30am – 12:30pm
Price: $115

Target Audience: All Faculty, Managers, and Staff who are interested improving their communications with people who are different from you by flexing your approach to their most preferred communication style, both during favorable conditions as well as during times of stress.

By the end of this workshop, participants will:
• Identify personal communication style through the Life Orientations Assessment
• Recognize other people’s most preferred channels of communication
• Flex your style with others for the most effective communication
• Obtain strategies on how to manage workplace interpersonal dynamics

*Please note required (non-refundable) pre-work for this course includes LIFO assessment.
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: Tuesday, April 14
Time: 1:30pm – 3:30pm
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:
- 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* Building Relationships with Emotional Intelligence
Learn to use emotional intelligence to build relationships with others.

Category: Interpersonal Skills & Communications
Location: 469 Studebaker
Date: Wednesday, April 15
Time: 9:30am – 12:30pm
Price: $95

Target Audience: Any staff member looking to improve their ability to read others' behavior and respond effectively.

By the end of this workshop, participants will:
- Define emotional intelligence (EI) and how it links with ‘regular’ intelligence
- Learn an easy-to-understand model for EI
- Break down EI into usable skills
- Use emotional intelligence to better:
  - Interact with others
  - Manage difficult conversations
*NEW* Creative Thinking and Brainstorming Techniques
Learn to bring innovation into your work through creative thinking and brainstorming techniques.

**Category:** Interpersonal Skills & Communications
**Location:** 469 Studebaker
**Date:** Wednesday, April 15
**Time:** 1:30pm – 4:30pm
**Price:** $95

**Target Audience:** All staff looking to bring more innovation into their work.

By the end of this workshop, participants will:
- Define creative thinking – what it is, why we need it and how it fits with other type of thinking we do
- Identify areas in our work that could benefits from thinking more creatively
- Learn and practice creative thinking tools and techniques including brainstorming, mind mapping, story boarding and more
- Apply creative thinking to a real-world scenario

Essentials to Managing at Columbia University
Learn to manage staff with support from key University offices and administrative resources.

**Category:** Management & Leadership
**Location:** 469 Studebaker
**Date:** Tuesday, April 21
**Time:** 9:30am – 4:30pm
**Price:** Free*

**Target Audience:** Newly hired and promoted Managers at the University.

By the end of this workshop, participants will:
- Understand key responsibilities for managers at Columbia
- Identify appropriate resources to support team operations
- Learn an approach to effectively manage staff and work
- Address common management and employee challenges
- Review 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.
Microsoft Office – Excel 2016 Level 3
Gain the skills necessary to create macros, audit, analyze worksheet data, incorporate multiple data sources, import and export data.

Category: Productivity & Software
Location: 160 Studebaker
Date: Tuesday, April 21
Time: 9:30am – 4:30pm
Price: $230

Target audience: Faculty, Managers and Staff who are interested in furthering their advanced Excel skills when manipulating data in workbooks.

By the end of this workshop, participants will:

- Enhance productivity and efficiency by streamlining the workflow in Microsoft Office Excel 2016
- Collaborate with other workbook users
- Audit worksheets
- Analyze data
- Work with multiple workbooks
- Import and export data
- Integrate Excel data with the web

Giving Feedback to Your Team and Effectively Delegating
Learn techniques to motivate teams by communicating clear feedback while delegating tasks to achieve goals and results.

Category: Management & Leadership and Interpersonal Skills & Communications
Location: 469 Studebaker
Date: Wednesday, April 22
Time: 9:30am – 12:30pm
Price: $95

Target audience: Faculty, Managers and Staff who are interested in learning skills to communicate clear feedback to teams while delegating new or recurring tasks.

By the end of this workshop, participants will:

- Identify individual leadership style to gain an approach on how to empower teams
- Develop strategies to motivate teams for enhanced results
- Discover techniques to deliver feedback to reach desired results
- Review opportunities to delegate and strategies on how to delegate effectively
Having Challenging Conversations
Learn effective strategies to deliver constructive feedback and avoid common pitfalls when engaging in difficult conversations.

Category: Interpersonal Skills & Communications
Location: 469 Studebaker
Date: Wednesday, April 22
Time: 1:30pm – 4:30pm
Price: $95

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

By the end of this workshop, participants will:
• Use a simple, yet effective communication framework to address a range of challenging discussion topics
• Transform the most intimidating conversations into opportunities to build stronger relationships and improve outcomes
• Diffuse hostility and relational stresses through effective communication
• Increase learning through communication
• Manage differences more effectively and productively

*NEW* Leading through Communication
Learn how to lead and collaborate effectively through communication.

Category: Interpersonal Skills & Communications and Management & Leadership
Location: 469 Studebaker
Date: Tuesday, April 28
Time: 9:30am – 4:30pm
Price: $190

Target audience: Managers, Supervisors, and Team leaders who are interested in communicating more effectively.

By the end of this workshop, participants will:
• Explain and apply the eight steps of effective communication
• Understand and apply the stages of team building
• Use conflict resolution and problem-solving techniques for more effective team collaboration
• Effectively motivate team members
• Delegate, monitor and provide feedback on team tasks
**NEW** Effective Writing Skills
Learn to create professional communications that are clear, concise and successfully engage others.

Category: Interpersonal Skills & Communications
Location: 469 Studebaker
Date: Wednesday, April 29
Time: 9:30am – 12:30pm
Price: $95

Target audience: All 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
Microsoft Office – Excel 2016: 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: Wednesday, April 29
Time: 9:30am - 12:30pm
Price: $130

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:

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 connection
- 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 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: 160 Studebaker
Date: Wednesday, April 29
Time: 1:30pm - 4:30pm
Price: $130

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:

Work 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

Configure Excel for Macros
• The Developer tabs
• Macro security
• Trust center
• Saving files

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

Create Dynamic Macros
• Absolute versus Relative references
The Five Choices to Extraordinary Productivity
The Five Choices to Extraordinary Productivity combines timeless principles with current neuroscience research to help better manage decisions, attention, and energy to consistently make choices that give the greatest return on time.

Category: Productivity & Software and Interpersonal Skills & Communications
Location: 469 Studebaker
Date: Tuesday, May 5
Time: 9:30am – 4:30pm
Price: $190

Target audience: Faculty, Managers and Staff who are interested in learning skills to enhance productivity.

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
**UPDATED** 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:** Wednesday, May 6  
**Time:** 9:30am – 2:30pm  
**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 the workshop, participants will:**
- 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 $190 course fee.

Managing Union Staff

Gain a greater understanding of the processes and procedures of managing union staff.

**Category:** Management & Leadership  
**Location:** 469 Studebaker  
**Date:** Tuesday, May 12  
**Time:** 9:30am – 12:00pm  
**Price:** Free*

**Target audience:** Faculty, Managers and Staff who supervise unionized staff.

**By the end of the workshop, participants will:**
- Understand what is progressive discipline and its purpose  
- Identify what is a grievance and learn the grievance process  
- Know why and when it is appropriate to discipline a unionized staff member

*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.
Leave Management
Learn University leave management policies and associated federal, state and local laws.

Category: Management & Leadership
Location: 469 Studebaker
Date: Tuesday, May 12
Time: 1:30pm – 4:30pm
Price: Free*

Target audience: Managers who handle leave of absence situations for staff members.

By the end of this workshop, participants will:
  • Understand the range of leaves such as FMLA, medical, personal, pregnancy and other intermittent absences
  • Prepare to provide effective guidance to departmental managers and employees
  • Recognize appropriate leave policies and next steps to apply to various workplace scenarios

*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