Spring 2022 Course Offerings & Descriptions
for Employees of Columbia University

The Learning & Development team is excited to announce our spring course offerings. While most of the workshops continue to be virtual via Zoom, we have included two 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.

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**Courses are subject to change. For the most up-to-date listing, please visit the Learning & Development website: https://humanresources.columbia.edu/learning-development.**
March 2022

**Leave Management**
In this course you will learn about Columbia-specific policies as well as the application of federal, state and local laws with regard to leave management. You will also increase your understanding of University procedures and gain comfort in providing general information to your employees about their leave options.

**Workshop Type:** Virtual  
**Location:** 469 Studebaker  
**Category:** Management & Leadership  
**Date:** Tuesday, March 8  
**Time:** 9:30am – 12:30pm  
**Price:** ($95.00 cancellation fee ONLY if cancellation notice not received within 7 days of course)  
**Maximum Class Size:** 20  
**Class Length:** 3 hours

**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 and 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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**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.

**Workshop Type:** Virtual  
**Location:** Virtual Classroom  
**Category:** Management & Leadership  
**Date:** Wednesday, March 9  
**Time:** 9:30am – 12:30pm  
**Price:** $95  
**Maximum Class Size:** 30  
**Class Length:** 3 hours

**Target audience:** 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:**
• 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

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

**Workshop Type:** Virtual  
**Location:** 469 Studebaker  
**Category:** Management & Leadership  
**Date:** Wednesday, March 16  
**Time:** 9:30am – 4:30pm  
**Price:** Free* ($190 cancellation fee if not canceled within 7-days before workshop date)  
**Maximum Class Size:** 30  
**Class Length:** Full Day

**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

**Microsoft Office – Excel 2019 Level 3**
Gain the skills necessary to create macros, audit and analyze worksheet data, incorporate multiple data sources, and import and export data.

**Workshop Type:** Virtual  
**Location:** Virtual Classroom  
**Category:** Productivity & Software  
**Date:** Tuesday, March 22  
**Time:** 9:30am – 4:30pm  
**Price:** $230  
**Maximum Class Size:** 15  
**Class Length:** Full Day

**Target audience:** Faculty, Managers and Staff who are interested in learning skills to create and modify Excel workbooks.
By the end of the workshop, participants will:
- 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

**Leading Teams Successfully in a Hybrid Environment**
Learn the fundamentals of successfully leading teams when some members work remotely while others are in the office.

**Workshop Type:** Virtual  
**Location:** Virtual Classroom  
**Category:** Management & Leadership  
**Date:** Tuesday, March 29  
**Time:** 9:30am – 12:30pm  
**Price:** $95  
**Maximum Class Size:** 30  
**Class Length:** 3 hours

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

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

**Problem Solving When Variables Keep Changing**
Learn how to become more adaptable with solution-based strategies to support ever-changing circumstances.

**Workshop Type:** Virtual  
**Location:** Virtual Classroom  
**Category:** Interpersonal Skills & Communications  
**Date:** Tuesday, March 29
Time: 1:30pm – 4:30pm  
Price: $95  
Maximum Class Size: 30  
Class Length: 3 hours

**Target Audience:** Faculty, Managers and Staff looking to deliver results when faced with constantly-evolving situations in their work.

**By the end of this workshop, participants will:**
- Evaluate the problem and choose the right problem-solving method
- Identify optimal solutions for current and future landscapes
- Learn how to recognize and navigate emerging obstacles
- Create an adaptable action plan to address changing circumstances

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

**Workshop Type:** Virtual  
**Location:** Virtual Classroom  
**Category:** Interpersonal & Communication Skills  
**Date:** Wednesday, March 30  
**Time:** 9:30am – 12:30pm  
**Price:** $95  
**Maximum Class Size:** 30  
**Class Length:** 3 hours

**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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**NEW** 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.

**Workshop Type:** Virtual
Location: Virtual Classroom  
Category: Management & Leadership  
Date: Wednesday, March 30  
Time: 9:30am – 4:30pm  
Price: $190  
Maximum Class Size: 30  
Class Length: Full Day

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

This workshop will be offered in three 90-minute segments with breaks in between.

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.
April 2022

**Discover Your Strengths and Work Potential**
Gain an in-depth analysis of your top 5 Clifton Strengths to help you identify your dominant talents, develop strategies and personalized resources for building a strengths-based work life.

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

**Workshop Type:** Virtual  
**Location:** Virtual Classroom  
**Category:** Interpersonal & Communication Skills  
**Date:** Wednesday, April 6  
**Time:** 9:30am – 12:30pm  
**Price:** $115  
**Maximum Class Size:** 30  
**Class Length:** 3 hours

**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 the 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

**Influencing Others to Achieve Results**
Learn winning strategies to help influence stakeholders at work, including colleagues, customers, or even your own manager.

**Workshop Type:** Virtual  
**Location:** Virtual Classroom  
**Category:** Interpersonal & Communication Skills  
**Date:** Tuesday, April 12  
**Time:** 9:30am – 12:30pm  
**Price:** $95  
**Maximum Class Size:** 30  
**Class Length:** 3 hours

**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 the workshop, participants will:
- Understand what it means to influence others at work and why it is challenging
- Learn the two critical building block skills to successfully influence
- Examine how to build your credibility confidence, competence and consistency
- Know how to effectively plan a winning strategy to influence others

**Communication Skills with Win/Win Strategies**
Gain understanding of your Big 5 personality traits, and learn techniques to improve your communication style.

**Workshop Type:** Virtual  
**Location:** Virtual Classroom  
**Category:** Interpersonal Skills & Communications  
**Date:** Tuesday, April 12  
**Time:** 1:30pm – 4:30pm  
**Price:** $95  
**Maximum Class Size:** 30  
**Class Length:** 3 hours

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

By the end of this workshop, participants will:
- Gain an understanding of the Big 5 Personality Traits and where you fit in  
- Determine how your dominant personality traits affect how you communicate  
- Learn the three foundational skills that will improve your overall communications  
- Identify and practice Win/Win philosophy strategies

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

**Workshop Type:** Virtual  
**Location:** Virtual Classroom  
**Category:** Productivity & Software  
**Date:** Wednesday, April 13  
**Time:** 9:30am – 12:30pm  
**Price:** $130  
**Maximum Class Size:** 15  
**Class Length:** 3 hours

**Target Audience:** Faculty and Managers who are interested in learning skills to create and modify Excel workbooks at an advanced level.
By the end of this workshop, participants will:

**Working with Macros**
- The Record Macro window
- Rules for Macro names
- Recording a Macro
- Saving a Macro-enabled workbook
- Executing a Macro
- Creating a Macro button
- Working with Macro buttons

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

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

**Creating Dynamic Macros**
- Absolute versus Relative references

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**Microsoft Office – Excel 2019 Advanced Pivot Tables**
Upon successful completion of this 2.5 hour course, you will be able to use Excel 2016 advanced PivotTable functionality to analyze your raw data.

**Workshop Type:** Virtual  
**Location:** Virtual Classroom  
**Date:** Wednesday, April 13  
**Time:** 1:30pm – 4:30pm  
**Price:** $130  
**Category:** Productivity & Software  
**Participant Max:** 15  
**Class Length:** 3 hours

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

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

*NEW* 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.

**Workshop Type:** Virtual  
**Location:** Virtual Classroom  
**Category:** Interpersonal Skills & Communications  
**Date:** Wednesday, April 20  
**Time:** 10:00am – 12:00pm  
**Price:** $95  
**Maximum Class Size:** 30  
**Class Length:** 2 hours  

**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

Working with Different Behavior Styles Using PACE
Learn about different behavioral styles, and use that understanding to work more effectively with others.

**Workshop Type:** In Person  
**Location:** 469 Studebaker  
**Category:** Interpersonal Skills & Communications  
**Date:** Wednesday, April 27  
**Time:** 9:30am – 12:30pm  
**Price:** $115  
**Maximum Class Size:** 20  
**Class Length:** 3 hours  

**Target Audience:** Faculty, Managers and Staff who are looking to learn more about their behavior styles as well as how to work with styles different than their own.

**By the end of the workshop, participants will:**
- Learn the traits of four main behavior styles and discover their own primary style  
- Increase effectiveness of communications and work interactions by learning how to adapt to different styles
Discuss how to work well with other styles and to understand the need for all four styles on a team
Examine how different styles play out in teams

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.

Workshop Type: Virtual
Location: Virtual Classroom
Category: Interpersonal Skills & Communications
Date: Thursday, April 28
Time: 9:30am – 11:30am
Price: $95
Maximum Class Size: 30
Class Length: 2 hours

Target audience: Faculty, Managers and Staff looking to expand their peer coaching skills and increase the quality of their collaborations 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

May 2022

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

Workshop Type: In Person
Location: 469 Studebaker
Date: Tuesday, May 3
Time: 9:30am – 12:30pm
Price: Free* ($190 cancellation fee if not canceled within 7-days before workshop date)
Category: Management & Leadership
Maximum Class Size: 20
Class Length: 3 hours
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

*NEW* Microsoft Office – Word 2019 Level 1
Learn how to use Word 2016 to create and edit simple documents; format documents; add tables and lists; add design elements and layout options; and proof documents.

Workshop Type: Virtual
Location: Virtual Classroom
Date: Wednesday, May 4
Time: 9:30am – 4:30pm
Price: $230
Category: Productivity & Software
Participant Max: 15
Class Length: Full Day

Target Audience: Faculty and Managers who are interested in learning the fundamental skills needed to operate Word 2016.

By the end of this workshop, participants will:
- Navigate and perform common tasks in Word, such as opening, viewing, editing, saving, and printing documents, and configuring the application.
- Format text and paragraphs.
- Perform repetitive operations efficiently using tools such as Find and Replace, Format Painter, and Styles.
- Enhance lists by sorting, renumbering, and customizing list styles.
- Create and format tables.
- Insert graphic objects into a document, including symbols, special characters, illustrations, pictures, and clip art.
- Format the overall appearance of a page through page borders and colors, watermarks, headers and footers, and page layout.
- Use Word features to help identify and correct problems with spelling, grammar, readability, and accessibility.

*NEW* Coach, Recognize and Reward Staff for Peak Performance
Learn to develop and motivate your staff by leveraging effective management strategies and tools.
**Workshop Type:** Virtual  
**Location:** Virtual Classroom  
**Category:** Management & Leadership  
**Date:** Tuesday, May 10  
**Time:** 9:30am – 4:30pm  
**Price:** $95  
**Maximum Class Size:** 30  
**Class Length:** Full Day  

**Target Audience:** Managers or Staff involved in improving staff performance.

**By the end of the workshop, participants will:**  
● Examine the benefits and risks of coaching and what needs to be done before coaching begins  
● Learn and practice the GROW model of coaching  
● Discover what successful recognition and rewards look like and what pitfalls to avoid  
● Investigate the different types of incentives and their link to motivating employees  
● Create an action plan for coaching, recognizing and rewarding staff with a goal of improved performance

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**Impromptu Speaking**  
Learn effective skills and techniques to express yourself more clearly, particularly in the face of unexpected situations.

**Workshop Type:** Virtual  
**Location:** Virtual Classroom  
**Category:** Formal Presentations & Public Speaking  
**Date:** Tuesday, May 10  
**Time:** 1:30pm – 4:30pm  
**Price:** $95  
**Maximum Class Size:** 30  
**Class Length:** 3 hours  

**Target Audience:** Faculty, Managers and Staff who face situations where they need to speak without having time to prepare.

**By the end of the workshop, participants will:**  
● Learn an easy formula for structuring impromptu speaking  
● See how mastering body language and tone of voice is half the battle to success  
● Learn how to avoid the fear of ‘going blank’ when asked to speak  
● Practice speaking on the fly in three key situations:  
  ● Speaking without preparation  
  ● Responding to questions  
  ● Dealing with pushback
Focus on one-on-one situations but learn how to speak without preparation to larger groups as well.

**Situational Leadership for Managers**

Learn an action-oriented framework to lead, motivate, coach and develop staff.

**Workshop Type:** Virtual  
**Location:** Virtual Classroom  
**Category:** Management & Leadership  
**Date:** Wednesday, May 11  
**Time:** 9:30am – 4:30pm  
**Price:** $450  
**Maximum Class Size:** 30  
**Class Length:** Full Day

**Target Audience:** Faculty and Managers who are seeking strategies and techniques on developing staff to maximize their performance potential.

**By the end of this workshop, participants will:**

- Complete the LBAII® self-assessment to determine leadership style flexibility  
- Learn a new language of leadership and staff development  
- Explore strategies to effectively partner with the staff you lead  
- Gain the ability to identify development levels for specific goals or tasks  
- Understand the impact of over and/or under supervision  
- Provide development feedback to staff based on performance potential  
- Deliver leadership conversations to motivate and engage staff  
- Receive a SLII® toolkit to launch with your team and conduct one-on-one meetings