Adapting Your Leadership Style
Target Audience: Management
Prerequisite: None
Course Length: 1 hour 5 minutes
Objectives:
+ Identify the qualities of an effective leader
+ Make the mental shift from individual productivity to influencing others
+ Recognize style differences in others and be able to cater to their preferences
+ Build rapport using verbal and nonverbal messages
+ Conduct constructive one-on-ones
+ Give positive and negative feedback to different styles
+ Develop individual motivation approaches for employees
+ Facilitate a meeting effectively

Objectives:
+ Understand the importance of managing priorities
+ Determine the obstacles that undermine productivity
+ Prioritize your tasks, activities, and responsibilities
+ Employ strategies for making the best use of your time
+ Describe ways technology can keep you on track

Behavioral Interviews
Target Audience: Management
Prerequisite: None
Course Length: 1 hour 16 minutes
Objectives:
+ Identify competencies for which to screen
+ Write behavior-based questions
+ Conduct an interview effectively
+ Avoid legal pitfalls
+ Evaluate candidates’ responses objectively
+ Start new employees off on the right foot

Assertiveness Skills
Target Audience: All Staff
Prerequisite: None
Course Length: 55 minutes
Objectives:
+ Define assertiveness
+ Recognize the assertiveness continuum
+ Identify personal blocks to assertiveness
+ Demonstrate assertive language and behaviors
+ Avoid language and behaviors that aren’t assertive (passive, aggressive, or passive-aggressive behaviors)
+ Use assertive behaviors in everyday situations

Objectives:
+ Define assertiveness
+ Recognize the assertiveness continuum
+ Demonstrate assertive language and behaviors
+ Avoid language and behaviors that aren’t assertive (passive, aggressive, or passive-aggressive behaviors)
+ Use assertive behaviors in everyday situations

Balancing Priorities
Target Audience: All Staff
Prerequisite: None
Course Length: 45 minutes

Objectives:
+ Understand the importance of managing priorities
+ Determine the obstacles that undermine productivity
+ Prioritize your tasks, activities, and responsibilities
+ Employ strategies for making the best use of your time
+ Describe ways technology can keep you on track

Budget Essentials #1 (Online Version)
Target Audience: Staff
Prerequisite: Banner Access
Course Length: 1 hour
Objectives:
This hands-on course will focus on running basic queries and reports in Banner and how to interpret the data. You will learn how to run a basic query, how to save a report to Excel format and how to interpret data.

Budget Essentials #2 (Online Version)
Target Audience: Staff
Prerequisite: None
Objectives:
This is a copy of the Budget Essentials #2 powerpoint presentation shared in the live training. Topics cover the types of budget transfers, the 'how' and 'when' for budget transfers and how to use the Expense/Revenue flowchart guide.

**Business Etiquette**
Target Audience: All Staff
Prerequisite: None
Course Length: 1 hour 45 minutes
Objectives:
+ Use basic courtesy and manners
+ Practice common business etiquette to build and maintain relationships
+ Implement practices for respecting yourself
+ Be resilient in difficult situations
+ Interact in a respectful manner with coworkers and subordinates
+ Interact respectfully with individuals with disabilities
+ Establish positive human connections
+ Maintain relationships with strong communication skills
+ Use technology effectively
+ Incorporate the traits of successful and respected managers into daily routines
+ Balance work and personal life appropriately

**Coaching Conversations**
Target Audience: Management
Prerequisite: None
Course Length: 51 minutes
Objectives:
+ Identify the four steps of a coaching session and how they are applied in various contexts
+ Recognize the correct application of inquiry and advocacy in a coaching session
+ Apply basic coaching techniques to coaching for:
  - Performance improvement
  - Career development
  - Training for specific skills

**Coaching for Development**
Target Audience: Management
Prerequisite: None
Course Length: 55 minutes
Objectives:
+ Learn to discern the difference between coaching and other development strategies
+ Discover the key elements of successful coaching relationships
+ Understand the coaching process and how to apply each step in it
+ Identify common challenges to successful coaching
+ Discover effective strategies for managing challenges
+ Establish and maintain a successful coaching relationship with an employee

**Creative Problem Solving**
Target Audience: All Staff
Prerequisite: None
Course Length: 1 hour 16 minutes
Objectives:
+ Identify roadblocks that prevent creative thinking
+ Develop creative attitudes and learn to see that all problems have opportunities
+ Rediscover your creative ability
+ Focus and direct creative efforts
+ Overcome criticism and gain acceptance for new ideas
+ Learn creative and effective techniques to recognize and identify problems
+ Explore techniques for managing creative people
+ Realize the significance of humor and how it impacts creativity

**Critical Thinking Skills**
Target Audience: All Staff
Prerequisite: None
Course Length: 45 minutes
Objectives:
+ Define critical thinking
+ Identify and adopt the characteristics of critical thinking
+ Recognize and avoid critical thinking mistakes
+ Identify assumptions
+ Evaluate information accurately and thoroughly
+ Distinguish between fact and opinion
+ Implement the critical thinking process in business situations

Cultural Competency
Target Audience: All Staff
Prerequisite: None
Course Length: 48 minutes
Objectives:
+ Identify the elements of cultural competence in the workplace
+ Increase your understanding of your own cultural background and how it affects your perceptions and interpretations of other cultures
+ Recognize the three dimensions of cultural awareness when interacting with other cultures
+ Develop the skills needed to practice respectful and caring behavior toward culturally diverse individuals and groups
+ Understand how values differ among cultures
+ Identify different communication styles among diverse cultural groups
+ Give and receive feedback in a caring, respectful way
+ Adapt behaviors that support cultural competency and minimize behaviors that undermine it

Delegating for Growth
Target Audience: Management
Prerequisite: None
Course Length: 45 minutes
Objectives:
+ Recognize delegation as a tool for employee growth (not just as a way to lighten your own workload)
+ Prepare yourself to delegate effectively
+ Assess your employees to determine their delegation needs
+ Match employees and projects appropriately
+ Identify barriers to delegation and overcome them
+ Apply the steps to delegating effectively
+ Handle mistakes, missteps, and failures as learning opportunities

Developing Your Direct Reports
Target Audience: Management
Prerequisite: None
Course Length: 55 minutes
Objectives:
+ Recognize the difference between performance management and development coaching
+ Implement a strengths-based approach to development
+ Provide employees with the tools to assess their strengths and development needs
+ Conduct a positive development discussion
+ Identify a variety of paths to development
+ Create an effective individual development plan

Diversity Awareness
Target Audience: All Staff
Prerequisite: None
Course Length: 45 minutes
Objectives:
+ Understand the subtle ways that bias occurs.
+ Identify instances of devaluing others through small, subconscious behaviors and micro-inequities.
+ Establish a framework to increase inclusion at the organizational level.
+ Recognize different ways of conveying respect.
+ Address conflict productively and respectfully.
+ Lead by example and be part of the solution.

**Effective Listening Skills**
Target Audience: All Staff
Prerequisite: None
Course Length: 50 minutes
Objectives:
+ Describe the importance of listening
+ Identify barriers to listening well
+ Implement the steps of active listening
+ Uncover hidden messages
+ Listen in emotional situations
+ Increase information flow to enhance productivity and teamwork

**Emotional Intelligence**
Target Audience: Management
Prerequisite: None
Course Length: 55 minutes
Objectives:
+ Manage your emotions by recognizing how thoughts and emotions are connected
+ Improve your self-control by identifying physical cues indicating that your emotions may be taking over
+ Discover how emotional intelligence can help you develop more positive relationships at work
+ Learn how to use assertive communication to express your needs and feelings appropriately
+ Learn how to respond more quickly and positively to changing circumstances
+ Improve your ability to remain composed in stressful situations
+ Explore how to use emotional intelligence to bounce back from setbacks
+ Learn how to develop a more optimistic outlook

**Ethics in the Workplace**
Target Audience: All Staff
Prerequisite: None
Course Length: 50 minutes
Objectives:
+ Dispel common myths about business ethics
+ Describe the ideal ethical workplace
+ Implement ethics guidelines and policies in your organization
+ Identify and resolve typical ethical dilemmas
+ Recognize common excuses for unethical behavior, and what to do about them
+ Deal with unethical coworkers, customers, and vendors

**Fundamentals of Strategic Planning**
Target Audience: Management
Prerequisite: None
Course Length: 45 minutes
Objectives:
+ Identify the elements of an effective strategic planning model
+ Identify a good foundation for creating a strategic team
+ Discover your strengths, weaknesses, opportunities, and threats when setting directions
+ Define strategic values
+ Participate in a strategic planning effort
+ Avoid common pitfalls that derail strategic plans

**The Golden Rule**
Target Audience: All Staff
Prerequisite: None
Course Length: 53 minutes
Objectives:
+ Examine the behaviors that contribute to a respectful workplace at the individual and organizational level.
+ Recognize the importance of building an organizational culture that fosters respect.
Implement strategies to maintain a respectful work environment when faced with stress, uncertainty, and change. + Maintain and rebuild respect after there has been an offense. + Apply positive strategies for coping with change.

**How to Make Yourself Indispensable**
Target Audience: All Staff
Prerequisite: None
Course Length: 55 minutes
Objectives:
+ Take ownership of your responsibilities and results
+ Take initiative to go above and beyond what is expected of you
+ Expand your sphere of influence
+ Perform well under pressure
+ Adapt to changing situations
+ Be someone others want to work with
+ Help others improve their performance
+ Avoid being “irreplaceable” - locked into your role and unwilling to share your knowledge

**How to Manage Your Emotions**
Target Audience: All Staff
Prerequisite: None
Course Length: 55 minutes
Objectives:
+ Recognize the messages emotions send at work
+ Understand the trigger-perception-response cycle
+ Reframe our thinking to avoid emotional outbursts
+ Replace emotional outbursts with productive confrontations
+ Recover from your own, or another person’s, emotional outburst
+ Employ long-term strategies to channel emotions productively

**Ideas Into Action**
Target Audience: Management
Prerequisite: None
Course Length: 1 hour
Objectives:
+ Recognize common myths and misconceptions about innovation
+ Use multiple “intelligences” to generate a variety of ideas
+ Apply the characteristics of creative people to any problem or issue
+ Follow a four-step process for team innovation
+ Promote innovation without regulating it
+ Use cross-functional teams to foster innovation
+ Spot sacred cows in your organization

**Increasing Your Emotional Intelligence**
Target Audience: All Staff
Prerequisite: None
Course Length: 1 hour 10 minutes
Objectives:
+ Develop your level of emotional intelligence
+ Identify negative consequences of unmanaged emotions on your personal effectiveness
+ Describe the importance of emotional intelligence to building good relationships
+ Increase your empathy and social skills
+ Practice techniques to achieve greater self-awareness, self-control, and self-motivation
+ Understand how emotional intelligence can be applied at the workplace to enhance employee relationships and increase productivity

**Leadership 101**
Target Audience: Management
Prerequisite: None
Course Length: 55 minutes
Objectives:
+ Identify key characteristics of leaders
+ Build trust and confidence with employees
+ Avoid behaviors that undermine leadership
+ Promote teamwork and esprit de corps
+ Act decisively
+ Demonstrate leadership in a crisis

**Leading Others Through Change**

**Target Audience:** Management

**Prerequisite:** None

**Course Length:** 1 hour 32 minutes

**Objectives:**
+ Understand why change initiatives fail and how to ensure their success
+ Implement a framework to actively lead change efforts
+ Plan for the success of future change through close evaluation of current initiatives
+ Identify, acknowledge, and manage resistance to ensure an efficient transition
+ Apply techniques for increasing and gaining commitment to change

**Managing Offsite Employees**

**Target Audience:** Management

**Prerequisite:** None

**Course Length:** 50 minutes

**Objectives:**
Discuss benefits and challenges of offsite working relationships for employees, managers, and organizations
+ Explain the importance of successfully managing offsite employees
+ Identify the factors and tools that must be in place for an offsite employee to be effective
+ Describe the role that trust and communication play in the success of an offsite relationship
+ Employ strategies that help offsite employees stay on track and that deal with common problems faced by managers
+ Follow a set of best practices for successfully managing offsite employees

**Learning to Manage**

**Target Audience:** Management

**Prerequisite:** None

**Course Length:** 1 hour 25 minutes

**Objectives:**
+ Understand how to make the transition into management.
+ Avoid the common pitfalls that derail new managers.
+ Discover how to communicate effectively up and down your organization.
+ Explore ways to effectively delegate work and encourage employee development.
+ Identify how to manage task-related and interpersonal crises.
+ Develop self-awareness and determine the support you need to successfully manage employees.

**Managing Up**

**Target Audience:** Management

**Prerequisite:** None

**Course Length:** 1 hour 5 minutes

**Objectives:**
+ Identify and support your supervisor’s strengths, weaknesses, and working style.
+ Proactively seek consistent communication and monitor data.
+ Determine your supervisor’s priorities, goals, and pressures.
+ Establish expectations and a clear system of organization.
+ Help to eliminate preventable problems and use effective problem solving skills to find resolutions.
+ Exhibit positive behaviors that make you an invaluable employee.
**Meetings**

Target Audience: All Staff  
Prerequisite: None  
Course Length: 48 minutes  
Objectives:  
+ Recognize ways to change your mindset about meetings.  
+ Eliminate habits that make meetings unproductive.  
+ Identify alternatives to holding traditional meetings.  
+ Demonstrate effective facilitation skills.  
+ Help your group make decisions quickly.  
+ Ensure that every meeting ends with actionable items.

**Mental Models**

Target Audience: All Staff  
Prerequisite: None  
Course Length: 45 minutes  
Objectives:  
+ Define mental models and describe how they influence the workplace  
+ Identify your own mental models  
+ Recognize assumptions in your mental models  
+ Reveal hidden assumptions  
+ Avoid typical mental mistakes  
+ Implement strategies to adjust inaccurate mental models

**Motivating Employees to be Their Best**

Target Audience: Management  
Prerequisite: None  
Course Length: 1 hour 21 minutes  
Objectives:  
+ Identify major factors that affect motivation  
+ Apply dialog and listening skills that model community, influence, and openness  
+ Take specific actions to foster trust within a group  
+ Model the concept of accountability

+ Teach a four-step process designed to help groups learn from mistakes  
+ Encourage group initiative-taking  
+ Identify and apply strategies for dealing with outside pressures that negatively affect motivation  
+ Match or tailor your leadership style to various employees’ motivational preferences

**Navigating Difficult Conversations**

Target Audience: All Staff  
Prerequisite: None  
Course Length: 30 minutes  
Objectives:  
+ Understand the nature of difficult conversations and what it takes to handle them  
+ Identify the seven stages of handling difficult conversations  
+ Use empathy in a way that minimizes negative responses and strengthens relationships  
+ Apply best practices for preparing, initiating, and delivering the conversation  
+ Discover how to generate solutions and bring the conversation to a close

**Onboarding**

Target Audience: Management  
Prerequisite: None  
Course Length: 50 minutes  
Objectives:  
+ Explain the purpose of onboarding and the benefits it provides to new employees.  
+ Describe four key onboarding elements and how they support the onboarding process.  
+ Describe actions you can take and information you can use to successfully integrate new employees within the context of the four key elements.  
+ Prepare information relating to the four onboarding elements to use and share with new employees during the onboarding process.
Organizational Trust
Target Audience: Management
Prerequisite: None
Course Length: 30 minutes
Objectives:
+ Assess the level of trust in your organization and your own trustworthiness.
+ Be mindful of the results of distrust between employees and for an organization.
+ Identify the characteristics that engender trusting employees and organizations.
+ Discover common “trust busters” and specific actions you can take to prevent them in the workplace.
+ Explore the ways organizations and teams can build a culture of trust.
+ Identify the warning signs of a low-trust organization and how to restore trust when it’s been lost.

Productive Work Habits
Target Audience: All Staff
Prerequisite: None
Course Length: 50 minutes
Objectives:
+ Recognize the difference between true productivity and “fake” productivity
+ Prioritize your daily work based on your key results
+ Improve your ability to focus
+ Eliminate habits that detract from your productivity
+ Work effectively with colleagues
+ Cultivate the nine habits that will increase your productivity

Resilience
Target Audience: All Staff
Prerequisite: None
Course Length: 55 minutes
Objectives:
+ Bounce back from adversity
+ Build your self-esteem as a foundation of resilience
+ Make and maintain connections to build resilience
+ Accept and embrace change
+ Use flexible thinking to overcome obstacles
+ Implement stress-management and relaxation strategies to maintain resilience

Skillful Collaboration
Target Audience: All Staff
Prerequisite: None
Course Length: 1 hour
Objectives:
+ Understand when collaboration is an effective and beneficial approach to a project - and when it isn’t
+ Establish and communicate expectations to group members to ensure a successful collaboration
+ Recognize the inward attitudes and outward behaviors necessary to collaborate well
+ Implement communication strategies that foster collaboration and avoid those that hinder it
+ Build your network to increase your ability to collaborate
+ Identify non-collaborative behaviors and implement strategies to cope with them
Social Media at Work
Target Audience: All Staff
Prerequisite: None
Course Length: 55 minutes
Objectives:
+ Recognize the benefits of using social media in the workplace
+ Identify the various legal and ethical risks of using social media in the workplace
+ Protect your organization against legal action resulting from intentional or unintentional violations of law or policy
+ Encourage an “ambassador attitude” in employees
+ Provide guidelines that help employees make good decisions when using social media at work
+ Identify the elements of an effective social media policy

Super Manager
Target Audience: Management
Prerequisite: None
Course Length: 1 hour
Objectives:
+ Recognize and learn to balance the qualities of a super manager.
+ Develop a self-awareness of your managerial skills and display attentiveness to your employees.
+ Demonstrate consistency in your values, attitude, and behavior.
+ Identify when and how to appropriately exercise mental flexibility.
+ Display humility and confidence in both your decisions as a manager and the capabilities of your employees.
+ Ensure employees’ maintain focus.

Systems Thinking
Target Audience: Management
Prerequisite: None
Course Length: 1 hour
Objectives:
+ Understand what systems thinking is
+ Identify the benefits of using systems thinking in the workplace
+ Apply the tools of systems thinking to address a problem or situation
+ Minimize the unintended consequences of major decisions
+ Recognize the potential pitfalls of implementing systems thinking in the workplace
+ Use systems thinking to improve innovation and productivity

Taking Control of Conflict
Target Audience: Management
Prerequisite: None
Course Length: 1 hour 15 minutes
Objectives:
+ Identify your preferred strategy for handling conflict
+ Understand the characteristics and drawbacks of each typical approach to conflict
+ Recognize the various sources of conflict that most often occur in the workplace
+ Implement strategies for effectively resolving conflicts that stem from each source
+ Practice behaviors that minimize tension and conflict
+ Proactively address issues before they escalate into problems
Talk Like a Leader
Target Audience: Management
Prerequisite: None
Course Length: 1 hour
Objectives:
+ Learn key communication phrases that express vision and competence
+ Recognize the key communication phrases that reinforce relationships and support of others
+ Explore ways to demonstrate accountability and expect it of others
+ Learn how to become effective at delivering constructive criticism
+ Understand how to show appreciation and provide meaningful praise

Team Excellence
Target Audience: Management
Prerequisite: None
Course Length: 55 minutes
Objectives:
+ Recognize the communication characteristics of high-performing teams
+ Assess individual strengths in order to ensure the best possible team performance
+ Recognize and avoid common goal-setting mistakes
+ Learn how to focus on goals and results effectively
+ Recognize the elements of esprit de corps
+ Learn what makes team building successful and what types of activities to avoid

The Toughest Supervisor Challenges
Target Audience: Management
Prerequisite: None
Course Length: 55 minutes
Objectives:
+ Use realism, restraint, and resolve when facing any tough challenge
+ Resolve conflicts between employees effectively
+ Deal with layoffs in a way that minimizes the negative effects
+ Show support for employees with performance issues, while building a defensible case for discipline and/or termination if necessary
+ Deal with employees’ personal problems with sensitivity and fairness
+ Take control and responsibility in a crisis situation

Why We Struggle with Tough Decisions
Target Audience: All Staff
Prerequisite: None
Course Length: 1 hour
Objectives:
+ Understand the role that emotions play in decision-making
+ Describe how to make a decision effectively, recognizing key steps to take before, during, and after the decision-making process
+ Identify your values in order to guide your actions, behaviors, and decisions
+ Put various methods for collecting and evaluating information into practice
+ Recognize - and avoid - the most common traps that complicate tough decisions
+ Develop strategies to overcome your concerns about making and implementing tough decisions
Women and Leadership

Target Audience: Management
Prerequisite: None
Course Length: 1 hour 23 minutes

Objectives:
+ Understand the challenges that women face as they pursue leadership positions
+ Assess limitations that women place on themselves
+ Build skills that enhance your development as a leader
+ Develop and manage relationships to maximize your leadership potential
+ Overcome work-life challenges
+ Recognize special issues women leaders face when they interact with others
+ Use your natural strengths to build and maintain a strong team
+ Implement a plan to target the leadership skills you most want to improve