Spring 2018 Schedule

We are excited to provide you with information about Training and Organizational Development’s (TOD) spring classes. To register for classes go to www.training.colostate.edu/register.html

We look forward to welcoming you in our classroom space at the University House on Remington, where the majority of our classes will be held this spring. Location and parking information is available on our website.

TOD staff are offering more classes and we are still finding long waiting lists. Please remember to remove yourself from a class if you will not be able to attend. That way we can accommodate someone from the wait list. Your attention to this matter is appreciated.

UNIVERSITY EMPLOYEE ORIENTATION

University Employee Orientation (UEO) is designed to welcome new employees to the University while gaining a sense of the CSU community and culture. We recommend you attend orientation within your first two months of employment at CSU.

Class dates:
1/11 1:00 pm – 4:00 pm 1/23 8:30 am – 11:30 am 2/21 1:00 pm – 4:00 pm
3/22 8:30 am – 11:30 am 4/17 8:30 am – 11:30 am

Instructors: Marsha Benedetti, Dr. Therese Lask or Dr. Michele Newhard

Length of class: 3 hours

PROFESSIONAL DEVELOPMENT CLASSES (listed in alphabetical order)

ADVANCED STRENGTHS DEVELOPMENT *NEW*

Class date(s): 2/27 – 9:00 am to 11:00 am
Instructor: Dr. Therese Lask

How do you continue to build on your strengths? In addition to the themes identified through the Strengths Finder assessment, the two additional components for strength development are skills and knowledge. This workshop will link all three components to help participants identify the skills and knowledge necessary for growth. Prerequisites: You must have completed either Introduction to Strengths or Mindset for Supervisors to take this class.

APPRECIATIVE LEADERSHIP

Class date: 2/6- 9:00 am to 11:00 am
Instructor: Dr. Michele Newhard

Framed with the five strategies of inquiry, illumination, inclusion, inspiration, and integrity, learn what appreciative inquiry scholars suggest could transform your leadership identity. Based on research developed around the appreciative inquiry mindset, this approach to leadership focuses on the relational practice of collaboration across the system. Prerequisites: You must have completed Applying Appreciative Inquiry in the Workplace or Embracing Appreciative Inquiry and Mindset for Supervisors to take this class.
CELEBRATE WHAT’S RIGHT

Class date(s): 4/19 - 1:00 pm to 3:00 pm
Instructor: Dr. Michele Newhard

Length of class: 2 hours
Category and/or Theme: Elective/Systems Thinking

If you have ever lovingly held onto old National Geographic editions, this course may speak to you! We will view and discuss the dynamic and uplifting film for which this course is named. The film, created by DeWitt Jones, long time National Geographic photographer, which challenges the viewer to refocus the lens through which life is observed. His powerful message shared with visually stunning photography resonates for millions who have seen the film since its debut in 2001.

CRITICAL THINKING

Class date: 2/1 - 9:00 am to 12:00 pm
Length of class: 3 hours
Instructors: Gail Gumminger & Marsha Benedetti

Category and/or Theme: Elective/Systems Thinking

How often do you think about how you think? For most people the answer is “not very often”. And yet every day, we each make decisions, generate ideas, draw conclusions, evaluate other people’s opinions and so on. In this class, you can examine your thinking process, understand the impact of your decisions and ensure alignment with organizational goals.

CRUCIAL CONVERSATIONS SERIES

Class dates for entire session: Wednesdays 4/4, 4/11, 4/18 and 4/25 - 12:30 pm to 4:30 pm
Length of class: 16 hours – four, 4-hour sessions
Instructor: Marsha Benedetti

Category and/or Theme: Elective/Interpersonal Skills

Crucial Conversations is a 16-hour course that teaches skills for creating alignment and agreement by fostering open dialogue around high-stakes, emotional, or risky topics — at all levels of the organization. By learning how to speak and be heard (and encouraging others to do the same), you’ll begin to surface the best ideas, make the highest-quality decisions, and then act on your decisions with unity and commitment.

* To cover the cost of class materials, a fee of $239.50 is required prior to the start of training. More information on payment by Internal Order in Kuali is provided upon registration.

EMERGING WOMEN LEADERS WEBINAR SERIES

Class dates: 2/6, 4/3, and 5/1 - 11:00 am to 12:30 pm
Length of class: each webinar session is 1.5 hours
Instructor: Marsha Benedetti

Category and/or Theme: Elective/Self Discovery

The Emerging Women Leaders Webinar Series is a six-part series of webinars blending leadership skills training with advice from guest speakers who are senior-level women leaders. In every webinar: Hear outstanding women leaders share their top career and leadership tips. Add to your toolkit of leadership skills. Learn proven strategies to advance your career and take advantage of post-webinar discussions with colleagues from campus.

• 2/6 – Leading Boldly
• 4/3 – Speak Up and Lead
• 5/1 – 5 Ways to Transform from a Manager into a Leader

HOPE IN THE WORKPLACE

Class date(s): 3/21 – 9:00 am to 11:00 am
Length of class: 2 hours
Instructor: Dr. Therese Lask

Category and/or Theme: Elective/Self Discovery

Hope is often seen as something we either have or lack, particularly in time of crisis. According to researchers, hope is a variable that impacts many aspects of our lives, including our work. This workshop will explore Hope Theory and how important the variable of hope is in our day-to-day work. In addition to examining the variable of hope, participants will explore strategies to increase their level of hope in the workplace.
Instructor: Dr. Michele Newhard

**Integrity: Building the Character of Great Leadership**

*NEW*

**Class date(s):** 4/26 – 9:00 am to 11:00 am  
**Length of class:** 2 hours  
**Instructor:** Dr. Therese Lask  
**Category and/or Theme:** Elective/Self Discovery

Integrity is frequently cited as a quality of great leaders. What is integrity? What are the qualities critical to possessing integrity? This class will explore the qualities linked to integrity, providing the opportunity for participants to identify opportunities to build and grow.

**Job Crafting: Creating the Job You Love**

**Class date(s):** 3/29 - 1:00 pm to 3:00 pm  
**Length of class:** 2 hours  
**Instructor:** Dr. Therese Lask  
**Category and/or Theme:** Elective/Self Discovery

Looking for a different job? Not feeling content in your responsibilities at work? Consider job crafting, defined as shaping job responsibilities to enhance satisfaction and increase productivity at work. Participants will explore their strengths along with where they might invest more time on the job.

**Mindful Leadership**

*NEW*

**Class date(s):** 3/28 – 9:00 am to 11:00 am  
**Length of class:** 2 hours  
**Instructor:** Dr. Michele Newhard  
**Category and/or Theme:** Elective/Self Discovery

As Dr. Ellen Langer suggests, remaining mindful allows us to recognize multiple perspectives and parse new information into categories that help us better understand and overcome a challenge (1997). Research from leading scholars on mindfulness such as Langer, Kabat-Zinn, and Marturano provide a backdrop to apply this scientifically-underpinned concept to the action of leadership. In this session, we will explore how mindfulness can improve a leader’s performance and outcomes. **Prerequisite:** You must have completed Mindset for Supervisors to take this class.

**Personal Effectiveness & Time Management**

**Class date(s):** 3/1 – 9:00 am to 12:00 pm  
**Length of class:** 3 hours  
**Instructor:** Marsha Benedetti  
**Category and/or Theme:** Elective/Self Discovery

This class will share techniques that can give you a greater sense of ease and control over your time. We will look at habit changing methodologies that you can start implementing right away. Take the time to break away from being overwhelmed to get you back in control of your day.

**Subtleties of Communication**

**Class date(s):** 4/24 – 9:00 am to 11:00 am  
**Length of class:** 2 hours  
**Instructor:** Dr. Michele Newhard  
**Category and/or Theme:** Elective/Interpersonal Skills

Respectful and open communication is vital to a welcoming and successful workplace. We will explore a few different aspects of respectful workplace communication that are often overlooked in the realm of communication.

**Trust: The Essential Element**

**Class date(s):** 2/7 – 9:00 am to 11:00 am  
**Length of class:** 2 hours  
**Instructor:** Dr. Therese Lask  
**Category and/or Theme:** Elective/Team Effectiveness

Research has clearly shown a culture of trust makes a meaningful difference in the workplace. How does trust specifically impact the workplace? What strategies can you use to build trust among colleagues, in departments, and within the university?

**Understanding Generation Z**

**Class date: 3/6 – 9:00 am to 11:00 am**  
**Length of class:** 2 hours  
**Instructor:** Dr. Michele Newhard  
**Category and/or Theme:** Elective/Team Effectiveness

After a brief review of the four previous generational cohorts we may encounter, the latest generation to join us on campus, Generation Z is introduced. We will explore their characteristics and effective strategies for interacting with Generation Z.
WORKING IN A MULTI-GENERATIONAL WORKFORCE:

Class date(s): 4/10 - 9:00 am to 11:00 am  
Length of class: 2 hours
Instructor: Dr. Therese Lask  
Category and/or Theme: Elective/Team Effectiveness

This workshop will explore the predominant three generations in today’s workforce: Baby Boomers, Generation X and Millennials. Through examining generational personalities, participants will learn how various cohorts approach work along with opportunities and strategies to use in the workplace.

SUPERVISOR DEVELOPMENT PROGRAM CLASSES

Required Training for All Supervisors and Certification Information

Colorado State University recognizes the importance of the supervisory role and the impact a supervisor has on employee engagement and satisfaction. To continue to develop and create a positive work environment, all supervisors are required to participate in the Supervisor Development Program offered through the Office of Training and Organizational Development.

For those interested in receiving a certification, additional training is available that allows participants to select courses and experiences that best fit their unique needs as a supervisor.

Required training for all supervisors (to be completed in a three-year time span):
The required training includes completion of all four classes in the foundation category and an additional two classes from either the core or elective categories.

Certification includes completion of all four classes in the foundation category, four courses from the core category (one from each theme,) and four courses from the elective category. (Please note: all classes completed in the required training count toward the certification.)

NOTE: Elective Classes are Professional Development classes

Choose any four from the Professional Development classes (listed above) to fulfill your elective requirements for the Supervisor Development Program Certification. Elective classes are rotated each semester and additional classes may be added in the future.

If you are interested in obtaining the Supervisor Development Program Certification, please see more details on our website http://training.colostate.edu/supervisor/ or call The Office of Training and Organizational Development at (970) 491-1376.

Foundation Classes:

Participants take all four classes as part of the required training and for the certification. Total class commitment is 13 hours. All Foundation classes are offered fall, spring and summer semesters.

MINDSET FOR SUPERVISORS

Class dates: 1/23, 1/30, 2/8, 2/28, 3/7, 3/27, 4/12, 4/17 (choose one) -- 8:30 am to 12:30 pm

2/15 or 3/22 (choose one) – 12:30 pm to 4:30 pm

Length of class: 4 hours  
Category and/or Theme: Foundation
Instructors: Marsha Benedetti, Dr. Therese Lask or Dr. Michele Newhard

In this class, you will develop an understanding of who you are as a supervisor by exploring the strengths you bring to the role. In addition, you will build your knowledge of team dynamics, looking at how the team
functions and how to enhance performance, and finally, you will explore how your team contributes to this mission of the institution. We recommend you take this class first, as it provides an overview of the certification program. If you are a faculty member, dean, or department head, please see the CLASSES FOR ACADEMIC LEADERS section of this catalog.

INCLUSIVE EXCELLENCE PART 1 - DEFINING DIVERSITY AND INCLUSION
Class dates: choose one session from the dates below:
1/23, 2/6, 3/19, 4/25 – 9:00 am to 11:30 am OR 1/25, 3/1, 4/5 – 1:00 pm to 3:30 pm
Length of class: 2.5 hours
Category and/or Theme: Foundation
Provided by VP for Diversity Instructors: Ria Vigil, Kyle Oldham, Sean Jaster or Shannon Archibeque-Engle
Supervisors play a key role in creating an inclusive work environment. This class provides an understanding of diversity and inclusion at Colorado State. As supervisors, we set the tone and culture of our office. Because of this we have the opportunity to create inclusive environments for all employees to succeed, regardless of background.

INCLUSIVE EXCELLENCE PART 2 - UNCONSCIOUS OR IMPLICIT BIAS AND STEREOTYPING
Class dates: choose one session from the dates below:
1/16, 4/17 – 9:00 am to 11:30 am OR 2/1, 2/22, 3/8, 3/26, 4/19, 5/3 – 1:00 pm to 3:30 pm
Length of class: 2.5 hours
Category and/or Theme: Foundation
Provided by VP for Diversity Instructors: Ria Vigil, Kyle Oldham, Sean Jaster or Shannon Archibeque-Engle
Unconscious or implicit bias impacts us all. Supervisors play a key role in creating an inclusive work environment. This class examines the impact that unconscious bias may play in the workplace.
Prerequisites: It is recommended that you take Part 1 and then Part 2.

RULES OF THE ROAD
Class dates: 2/15, 3/6, 4/25 – 8:00 am to 12:00 pm
1/17, 2/15, 3/6, 4/9, 4/25 – 1:00 pm to 5:00 pm (choose one)
Length of class: 4 hours
Instructor: Mark Flynn
Category and/or Theme: Foundation
Provided by Human Resources Office and OEO
This course highlights the various aspects of the public employee/employer relationship, including equal opportunity employment laws, reasonable accommodations, leave management, confidentiality guidelines, and employee rights and protections. CSU employment policies, procedures and practices will also be discussed.

Core Classes:
If you are interested in the Supervisor Development Program Certification, participants select one class from each of the four themes based on professional goals and areas of interest. Please see more details on our website [http://training.colostate.edu/supervisor/](http://training.colostate.edu/supervisor/) or call The Office of Training and Organizational Development at (970) 491-1376. Core classes are rotated each semester and additional classes may be added in the future.

BUILDING A VISION FRAMEWORK *NEW*
Class date(s): 1/25 – 9:00 am to 11:00 am
Instructor: Dr. Therese Lask
Length of class: 2 hours
Category and/or Theme: Core/Team Effectiveness
Provided by Human Resources Office and OEO
How do organizations maintain what they do best while build towards the future? Popularized by the book “Good to Great,” best-selling author Jim Collins outlines the development of a Vision Framework, focusing on what the organization does well combined with a vision for the future. This class will explore how your team can implement this model to move towards a future vision.

CREATING INCLUSIVE CONVERSATIONS
Class dates: 4/11 – 9:00 am to 11:30 am or 2/15 – 1:00 pm to 3:30 pm (choose one)
Length of class: 2.5 hours
Instructor: Ria Vigil
Category and/or Theme: Core/Interpersonal Skills
Provided by Vice President for Diversity Office
This session explores the concept of intent vs. impact and how we can unintentionally create a hostile environment for our colleagues, students, and employees. We explore common phrases that marginalize campus members and discuss best practices to creating inclusive conversations. **Prerequisites:** You must have completed *Inclusive Excellence Part 1 and Part 2.*

**EFFECTIVE TEAMS**

**Class date:** 2/22 - 9:00 am to 12:00 pm  
**Instructor:** Dr. Michele Newhard  
**Length of class:** 2 hours  
**Category and/or Theme:** Core/Team Effectiveness  
Effective teams are the cornerstone of organizational success. Building effective teams is a skillset that can be learned, and in this course you will gain knowledge for developing strong teams who embrace the mission of the unit and the University. **Prerequisite:** You must have completed *Mindset for Supervisors* to take this class.

**STRENGTHS BASED LEADERSHIP**

**Class dates:** 2/20 - 9:00 am to 11:00 am  
**Instructor:** Dr. Therese Lask  
**Length of class:** 2 hours  
**Category and/or Theme:** Core/Self Discovery  
Strengths based leadership explores the four domains of leadership necessary for all teams: Executing, Relationship Building, Influencing and Strategic Thinking. Based on the results of the Strengths Finder assessment, participants will explore their domain(s) and discover how to invest time in various job responsibilities to best contribute to department and organization.

**SYSTEMS THINKING: YOUR ROLE IN THE BIG PICTURE**

**Class dates:** 2/13 - 9:00 am to 12:00 pm  
**Instructor:** Dr. Michele Newhard  
**Length of class:** 3 hours  
**Category and/or Theme:** Core/Systems Thinking  
Systems Thinking has been summed up with the notion that a system is greater than the sum of its parts. In this approach to management, we will examine the numerous connections between all aspects of the whole, as well as the resulting ripples that affect the greater whole when action is taken. **Prerequisite:** You must have completed *Mindset for Supervisors* to take this class.

**THE ROLE OF EMOTIONAL INTELLIGENCE IN LEADERSHIP**

**Class dates:** 3/8 - 9:00 am to 11:30 am  
**Instructor:** Marsha Benedetti  
**Length of class:** 2.5 hours  
**Category and/or Theme:** Core/Self Discovery  
Emotional intelligence is the “something” in each of us that is a bit intangible. It affects how we manage behavior, navigate social complexities, and make personal decisions that achieve positive results. Come explore the role and importance of emotional intelligence in leadership.

**CLASSES FOR ACADEMIC LEADERS (FACULTY, DEANS, DEPARTMENT HEADS)**

**MINDSET FOR ACADEMIC LEADERS**

**Class date:** 2/2 – 12:30 pm to 4:30 pm  
**Instructor:** Marsha Benedetti  
**Length of class:** 4 hours  
**Category and/or Theme:** Foundation  
This workshop is designed for faculty interested in exploring the complex role of academic leadership. Through a series of exercises and small group discussions, participants will focus on their leadership qualities and department culture. *This class will substitute for Mindset for Supervisors, the foundational class for the Supervisor Development Program.*

**EFFECTIVE COMMUNICATION AND CONFLICT RESOLUTION SKILLS FOR ACADEMIC LEADERS**

**Class date:** 2/23 – 1:00 pm to 3:00 pm  
**Instructor:** Marsha Benedetti  
**Length of class:** 2 hours  
**Category and/or Theme:** Elective/Interpersonal Skills  
An academic leader’s success is dependent upon effective communication skills and the ability to resolve conflict. This workshop is specifically for faculty interested in connecting and learning from other academic leaders. The workshop is designed to be interactive and scenarios will be used to reinforce the tools and techniques presented.
RALLYING AROUND A SHARED GOAL - FOR ACADEMIC LEADERS

Class date(s): 4/27 – 1:30 pm to 3:30 pm  
Length of class: 2 hours  
Instructor: Dr. Michele Newhard  
Category and/or Theme: Elective/Systems Thinking

Faculty specialization has led to countless breakthroughs and innovation in any number of disciplines. On the other hand, departmental excellence requires teamwork to satisfy a department’s mission of teaching, service and scholarship, which at first blush may contradict the drive for faculty independence. How can we reconcile two such seemingly opposing priorities? This dialogic workshop is designed to capture best practices of partnership to build a cohesive department, achieving success and excellence as a unit.

Visit TOD’s website: http://training.colostate.edu

EMERGENCY READINESS CLASSES

All employees are encouraged to attend readiness classes, especially those who may be called on to take part in drills and exercises that help us prepare for "the real thing." While Introduction to the Building Proctor's Role and Ready Colorado State are required for proctors, all of these classes are recommended for all employees who may be impacted by an emergency at work or at home.

DESIGNING SIMPLE DRILLS AND EXERCISES

Class date: 4/27 – 8:00 am to 12:00 pm  
Length of class: 4 hours  
Instructor: Bob Chaffee and Team

CSU policy requires that departments have a Building Plan and exercise that plan at least annually. This class presents a model for participants to build realistic simple drills and exercises to test their current Building Plan and their staff’s ability to fulfill their responsibilities. Participants will discuss the need for exercises, the resources required to run a basic drill or exercise, and how to debrief situations, including real emergencies. Learning will also enable staff to update their skills and their emergency plans. Athletic teams practice, professional musicians practice, and we even hold rehearsals for weddings – we need to practice safety by holding drills and exercises regularly so we are ready to respond when bad things happen.

INTRODUCTION TO THE BUILDING PROCTOR’S ROLE (FORMERLY TIER 1)

Class date: 2/21 – 8:30 am to 12:30 pm  
Length of class: 4 hours  
Instructor: Bob Chaffee and Team

You have the keys and the manual... now what? Learn the basic responsibilities and authority of Building Proctors. This introductory course provides a review of the duties and common issues faced by every Building Proctor. Case studies and lots of interaction will make this information immediately useful. Presenters are campus experts from Training and Organizational Development, CSUPD, Facilities, and additional health and safety departments.

READY COLORADO STATE (FORMERLY TIER 2)

Class date: 3/30 – 8:30 am to 12:30 pm  
Length of class: 4 hours  
Instructor: Bob Chaffee and Team

The Colorado State University Emergency Plan will be discussed and reviewed so CSU employees know where they and their Building Plans fit toward meeting the university’s responsibility to capably respond to emergencies. This preparation ranges from medical emergencies to other major emergencies such as fire or utility outages, culminating in developing and/or updating a plan for your work site or area.

READINESS RESOURCES (FORMERLY TIER 3)

Class date: 4/6 – 8:30 am to 12:30 pm  
Length of class: 4 hours  
Instructor: Bob Chaffee and Team

This multi-topic session will cover services, expertise, and resources available to proctors and employees in routine or emergency situations. Topics include: fire safety and evacuation planning, dealing with the media, workplace violence awareness, technology security and safety, workplace ergonomics, introduction to Women’s Programs, and Community Right to Know information. These are all issues that may be encountered during a workday.
Online Registration: www.training.colostate.edu/register.html

- Select the “Register for Workshops” button near the top of the page
- Choose the “Training & Organizational Development” from the selection box
- Select the “Login” tab and login
- Select the “Add Class” tab, and add the class
- Select the “My Classes” tab to view your successful registration
- If you have trouble using the online system, please call Nakia at (970) 491-1376

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