Early Spring 2019 Schedule

We are excited to provide you with information about Training and Organizational Development’s early spring classes. This schedule includes classes that will be held between January 10th and March 15th. Classes held between March 25th and May 10th will be available to register for after February 11th.

CSU faculty and staff will register for classes on My Learning at Colorado State. My Learning is CSU’s new software application to administer, document, track, and deliver educational classes and programs for faculty and staff. To register for classes go to www.mylearning.colostate.edu

Most classes will be conducted face to face. We look forward to welcoming you in our classroom space at the University House on Remington, 1504 Remington Street, where the majority of our classes will be held. Location and parking information is available on our website at www.training.colostate.edu

We will offer a few online classes that are only for off-campus employees unable to travel to Fort Collins so that they too can obtain their Supervisory Development requirements.

PROFESSIONAL DEVELOPMENT CLASSES  (listed in alphabetical order)

BUILDING YOUR PROFESSIONAL RESILIENCE
Class date: 3/12 – 9:00 am to 12:00 pm  Length of class: 3 hours
Instructor: Dr. Therese Lask  SDP Category and/or Theme: Elective/Systems Thinking
How do we navigate difficult times at work? Resilience - the ability to persevere and adapt when things go awry - is a skill you can enhance in order to navigate not only our professional, but personal challenges. This training will help you gain confidence in your ability to handle challenges at work.

CRUCIAL CONVERSATIONS
Class dates for entire series:  2/27, 3/1, 3/6 and 3/8 – 8:30 am to 12:30 pm
Length of class: 16 hours, four 4-hour sessions
Instructor: Marsha Benedetti  SDP 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 $226.00 is required prior to the start of training. More information on payment by Internal Order in Kuali is provided upon registration.

EFFECTIVE COMMUNICATION AND CONFLICT RESOLUTION SKILLS
Class dates: 1/28 – 9:00 am to 11:00 am or 1/31 – 1:00 pm to 3:00 pm  Length of class: 2 hours
Instructor: Marsha Benedetti  SDP Category and/or Theme: Elective/Interpersonal Skills
No one will argue the importance of effective communication, and yet we often find this more challenging than we imagined. This class looks at four vital skills that with practice can lead to dialogue that is more constructive. The class will also provide tips to have better conversations even when you may feel like you are at odds with the other party.
EMERGING WOMEN LEADERS WEBINAR SERIES

Class dates: 2/12 and 3/12 - 11:00 am to 12:30 pm  
Length of class: each webinar session is 1.5 hours

Instructor: Guest Speakers  
SDP Category and/or Theme: Elective/Self Discovery

The Emerging Women Leaders Webinar Series offers multiple sessions of webinars that blend leadership skills training with advice from guest speakers who are senior-level women leaders. In every webinar, hear these outstanding leaders share their top career and leadership tips. Add to your toolkit of leadership skills and learn proven strategies to advance your career. Take advantage of post-webinar discussions with colleagues from campus.

- **2/12 – 7 Steps to Becoming a Thought Leader**: Thought leaders are not just executives any more. You can become one too. In this webinar, learn how to identify your niche, express your expertise in ways that fit your personal style, and become a sought-after expert. You’ll walk away with a practical plan to share your passion and build your personal brand at the same time.

- **3/12 – Emerging Women Leaders Panel and Networking Session**: In this session, we are taking a break from the normal webinar format and inviting women leaders from CSU to share their career journeys and leadership tips.

HAPPINESS AT WORK AND WHY WE SHOULD CARE

Class date: 1/24 – 9:00 am to 11:00 am  
Length of class: 2 hours

Instructor: Dr. Michele Newhard  
SDP Category and/or Theme: Elective/Team Effectiveness

Research around positive emotions, specifically happiness levels in the workplace, indicates that in today’s society we would be well served to consider the impact of staff happiness levels. We will explore how to affect personal happiness levels.

HOPE IN THE WORKPLACE

Class date: 2/1 – 9:00 am to 11:00 am  
Length of class: 2 hours

Instructor: Dr. Therese Lask  
SDP 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 training 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.

INTRODUCTION TO STRENGTHS

Class date: 1/25 – 9:00 am to 11:00 am  
Length of class: 2 hours

Instructor: Dr. Therese Lask  
SDP Category and/or Theme: Elective/Self Discovery

Based on decades of research conducted by the Gallup Organization, a strengths-based focus can enhance an individual’s ability to deliver optimal performance. This training will teach the three components of strengths development. Pre-work required, please see Learner Notes upon registration. NOTE: If you have taken Mindset for Supervisors or a customized Strengths training, this class is not recommended because content will be very similar.

LOVE IT OR HATE IT: THE INEVITABILITY OF CHANGE

Class dates: 3/13 – 8:30 am to 11:30 am  
Length of class: 3 hours

Instructor: Dr. Therese Lask  
SDP Category and/or Theme: Elective/Systems Thinking

Do you embrace change or dread change? In work and in life, change is constant. Explore the variables of change from a personal and organizational perspective and apply a process for successful change.

MINDFUL LEADERSHIP

Class date: 1/29 – 9:00 am to 11:00 am  
Length of class: 2 hours

Instructor: Dr. Michele Newhard  
SDP 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, Introduction to Strengths, or a customized team Strengths training to take this class.

**MINDFUL LEADERSHIP ADVANCE (Two-Part Series)**

**Class dates:** 2/6 and 2/13 - 8:30 am to 4:30 pm  
**Length of class:** 16 hours, two eight-hour sessions  
**Instructors:** Dr. Michele Newhard & Dr. Debora Colbert  
**SDP Category and/or Theme:** Elective/Self Discovery

In this two-part series, learn techniques of mindfulness to improve your leadership effectiveness. We live in a VUCA world, meaning that situations marked by volatility, uncertainty, chaos, and ambiguity dominate. It is no wonder that in response, so many leaders experience a lack of focus, extreme distraction, and frenzied multitasking. During this two-part series offered jointly by TILT and TOD, you will learn research and techniques of mindfulness to improve your leadership effectiveness. Topics include strengths & mindfulness; mindful communication & mindful scheduling; vulnerability, habits & mindfulness; and much more. Instead of calling these events a “retreat,” we are capturing the transformative potential in the name, Advance, since mindfulness applied to the act of leadership can provide a roadmap to transformation. Attendance at both sessions is required. **Prerequisite:** Mindset for Supervisors OR Introduction to Strengths OR a customized team Strengths training. The Mindful Leadership two-hour training is encouraged.

**PERSONAL EFFECTIVENESS & TIME MANAGEMENT**

**Class date:** 1/25 or 2/25 - 9:00 am to 12:00 pm  
**Length of class:** 3 hours  
**Instructor:** Marsha Benedetti  
**SDP 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.

**PROFESSIONAL PATHWAYS (All Day Workshop)**

**Class date:** 2/20 - 8:30 am to 4:30 pm  
**Length of class:** 8 hours  
**Instructor:** Dr. Therese Lask  
**SDP Category and/or Theme:** Elective/Self Discovery

Are you exploring your professional path? This class will provide a framework for participants to discover and plan for their next career move. Based in the foundation of Hope Theory, you will explore the values and strengths important to you in your next job.

**SUBTLETIES OF COMMUNICATION**

**Class date:** 2/19 - 9:00 am to 11:00 am  
**Length of class:** 2 hours  
**Instructor:** Marsha Benedetti  
**SDP 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.

**TEAM BUILDING**

**Class date:** 1/31 – 9:00 am to 11:00 am  
**Length of class:** 2 hours  
**Instructor:** Dr. Michele Newhard  
**SDP Category and/or Theme:** Elective/Team Effectiveness

Take a deeper dive into activities and discussion that can strengthen your team culture and develop teamwork. Learn to craft a strategy that can unite all members for the common goal.

**THE ELEMENT OF GRIT**

**Class date:** 3/6 – 2:00 pm to 4:00 pm  
**Length of class:** 2 hours  
**Instructor:** Dr. Therese Lask  
**SDP Category and/or Theme:** Elective/Self Discovery

Grit can be defined as the ability to act on your professional passion while building your perseverance (Duckworth, 2016). This class will explore both, providing exercises to identify your professional passion and strategies for perseverance.
THE ESSENTIAL ELEMENTS OF YOUR WELLBEING

Class date: 2/26 or 2/28 – 9:00 am to 11:00 am  
Length of class: 2 hours
Instructor: Dr. Therese Lask  
SDP Category and/or Theme: Elective/Self Discovery

Are you living your best life? Through examining the five essential elements of wellbeing, (career, social, physical, financial, and community) participants will explore opportunities to improve the quality of their lives. In addition to exploring these five elements, participants will generate a list of opportunities to enhance the various elements of their wellbeing.

TRUST: THE ESSENTIAL ELEMENT

Class date: 2/12 – 9:00 am to 11:00 am  
Length of class: 2 hours
Instructor: Dr. Therese Lask  
SDP Category and/or Theme: Elective/Team Effectiveness

Research has clearly shown that 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?

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 will participate in the Supervisor Development Program offered through the Office of Training and Organizational Development. The offices of the Vice President for Diversity, Equal Opportunity and Human Resources contribute to the class selections.

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

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.) This checklist can help you track your progress.

NOTE: Professional Development Classes are Elective Classes

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

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: 1/30, 2/8, 2/14 or 3/14 - 8:30 am to 12:30 pm or 2/5 or 3/13 – 12:30 pm to 4:30 pm (choose one)
Length of class: 4 hours  SDP 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. NOTE: Mindset for Supervisors is the recommended first required Foundation class for the Supervisor Development Program (SDP) requirements and SDP Certification Program.

INCLUSIVE EXCELLENCE PART 1 - DIVERSITY AND INCLUSION AT CSU
Class dates: 1/29 or 2/19 – 9:00 am to 11:30 am or 1/31 or 2/28 – 1:00 pm to 3:30 pm (choose one)
Length of class: 2.5 hours  SDP Category and/or Theme: Foundation
Instructors: Office of the Vice President for Diversity staff
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 - UNCOVERING BIAS
Class dates: 2/4 or 3/1 – 9:00 am to 11:30 am or 2/6 – 1:00 pm to 3:30 pm (choose one)
Length of class: 2.5 hours  SDP Category and/or Theme: Foundation
Instructors: Office of the Vice President for Diversity staff
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. It is recommended that you take Part 1 and then Part 2.

RULES OF THE ROAD
Class dates: 1/31, 2/14 or 2/27 – 8:00 am to 12:00 pm or 2/14 or 3/11 – 1:00 pm to 5:00 pm (choose one)
Length of class: 4 hours  SDP Category and/or Theme: Foundation
Instructor: Sponsored by the Office of Equal Opportunity and Human Resources
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/ or call The Office of Training and Organizational Development at (970) 491-1376.

BUILDING A VISION FRAMEWORK
Class dates: 2/5 or 2/7 – 9:00 am to 11:00 am  Length of class: 2 hours  SDP Category and/or Theme: Core/Team Effectiveness
Instructor: Dr. Therese Lask
How do organizations maintain what they do best while building 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:** 3/5 or 3/6 – 9:00 am to 11:30 am  
**Length of class:** 2.5 hours  
**Instructor:** Office of the Vice President for Diversity  
**SDP Category and/or Theme:** Core/Interpersonal Skills  
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 for creating inclusive conversations. **Prerequisites:** You must have completed Inclusive Excellence Part 1 and Part 2.

### EFFECTIVE TEAMS
**Class dates:** 2/4 or 2/11 - 9:00 am to 12:00 pm  
**Length of class:** 3 hours  
**Instructor:** Dr. Michele Newhard  
**SDP Category and/or Theme:** Core/Team Effectiveness  
Effective teams are the cornerstone of organizational success. Building 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.

### EMBRACING APPRECIATIVE INQUIRY
**Class dates:** 3/4 – 1:00 pm to 4:00 pm or 3/5 - 9:00 am to 12:00 pm  
**Length of class:** 3 hours  
**Instructor:** Dr. Michele Newhard  
**SDP Category and/or Theme:** Core/Systems Thinking  
Appreciative Inquiry (AI) is an organizational and personal change methodology and worldview that can produce dramatic transformational effects in organizations and employees. A four-stage model of change focused on affirmative questioning leads to outcomes that are both organizationally and personally practical, innovative, and uplifting.

### THE ROLE OF EMOTIONAL INTELLIGENCE IN LEADERSHIP
**Class date:** 3/11 - 9:00 am to 11:30 am or 3/14 - 1:30 pm to 4:00 pm  
**Length of class:** 2.5 hours  
**Instructor:** Marsha Benedetti  
**SDP 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.

### 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:** 2/21 – 8:30 am to 12:30 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 training is a basic introduction to “what it takes” to put simple exercises and drills together for your department. You will learn to put together a design team, review your current emergency plan, and determine how many people are needed to run and evaluate your exercises. Also learn how to hold a review and capture learnings and updates for your emergency plan AND why safety is important throughout the process. This training puts colleagues together in a fun and interactive environment.

### INTRODUCTION TO THE BUILDING PROCTOR'S ROLE
**Class date:** 3/7 – 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
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:

1/10  8:30 am – 11:30 am  1/23  1:00 pm – 4:00 pm  2/22  8:30 am – 11:30 am

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

Length of class: 3 hours

REGISTRATION AND CONTACT INFORMATION

Online Registration: Please refer to the My Learning Users Guide for registration instruction available at www.mylearning.colostate.edu

For Registration Assistance: Please email MyLearning@colostate.edu

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