Early Fall 2019 Schedule

Training and Organizational Development is now Talent Development.

The goal of Talent Development is to inspire learning and innovation – creating an engaged community. We accomplish this by providing innovative solutions including the design and delivery of high-quality initiatives that foster learning and growth while engaging individual employees and teams in support of CSU’s Principles of Community and land grant mission.

This catalog will provide you with information about Talent Development's early fall trainings. This schedule includes trainings that will be held between August 13 and October 17. The late fall catalog will be available to register for after September 17.

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

Most trainings will be conducted face to face. The majority of our trainings are held at the University House on Remington, 1504 Remington Street (location and parking information is available on our website at www.training.colostate.edu) but please always check the location as it may vary. The registration confirmation emails from My Learning will include an .ics calendar attachment with date, time, and location information to add to your Outlook calendar.

Trainings offered to our distance learners who are off-campus employees unable to travel to Fort Collins are included in the Live Online Classes section of this catalog.

PROFESSIONAL DEVELOPMENT CLASSES (listed in alphabetical ORDER)

ADVANCED STRENGTHS DEVELOPMENT
Class dates: 9/19 – 9:00 am to 11:00 am or 9/26 – 1:00 pm to 3:00 pm  Length of class: 2 hours
Instructor: Dr. Therese Lask  SDP Category and/or Theme: Elective/Self Discovery
How do you continue to build on your strengths? In addition to the themes identified through the CliftonStrengths 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.
Prerequisite: Must have completed the Mindset for Supervisors or Introduction to Strengths trainings or a Team Strengths Workshop to enroll in this training.

CHOOSE TO BE
Class date: 10/2 or 10/3 – 8:30 am to 11:30 am
Instructor: Dr. Therese Lask

*NEW*
Length of class: 3 hours
Category and/or Theme: Elective/Systems Thinking
How do you build an "Island of Sanity" for your team/department/organization? Author Meg Wheatley defines "Islands of Sanity" as environments "...that evoke and rely on our best human qualities to create, relate, and persevere." This class will explore variables to help create your "Island of Sanity."

**COACHING BASICS FOR THE WORKPLACE**

**Class date:** 10/1 – 9:00 am to 12:00 pm  
**Length of class:** 3 hours  
**Instructor:** Dr. Michele Newhard  
**SDP Category and/or Theme:** Elective/Interpersonal Skills

This training is geared toward supervisors. Coaching is called a "worldwide phenomenon today" (Bresser & Wilson, 2012). But, what is coaching and how do we coach others effectively? In this class, you will learn the basics of coaching, as well as a basic model of coaching. You will walk away with tools to apply these simple techniques to positively impact your employee’s experience and performance.

**APPRECIATIVE CONVERSATIONS AND QUESTIONS**

**Class date:** 10/8 or 10/10 – 9:00 am to 11:00 am  
**Length of class:** 2 hours  
**Instructor:** Dr. Michele Newhard  
**Category and/or Theme:** Elective/Interpersonal Skills

Have you noticed how some conversations can sometimes take a drastic, negative turn before we even realize what’s happening? Fortunately, the researchers and practitioners of appreciative inquiry have generated strategies for ensuring that you are prepared with a different, more effective approach to communicating. Bring examples of deprecative conversations that you wish you could flip.

**Prerequisites:** Must have completed the Mindset for Supervisors or Introduction to Strengths trainings or a Team Strengths Workshop and Embracing Appreciative Inquiry.

**CRUCIAL CONVERSATIONS**

**Class dates for entire series:** 9/30, 10/2, 10/7 and 10/9 – 12:30pm to 4:30 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.

**CRUCIAL CONVERSATIONS ONLINE PROGRAM**

**Time commitment to complete:** Access is for 90 days; plan to commit 2-3 hours/week for 4 weeks.  
**SDP Category and/or Theme:** Elective/Interpersonal Skills

Crucial Conversations Online is a self-paced 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. You can search for the Crucial Conversations Online Program in the Learning Library. To learn more about Programs in My Learning visit the [My Learning website](#).

*To cover the cost of training access, 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.

**INTRODUCTION TO STRENGTHS**

**Class date:** 9/9 – 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 use the results of the CliftonStrengths
assessment to 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 training is not recommended because content will be very similar.

**MINDFUL LEADERSHIP**

**Class date:** 9/10 – 1:00 pm to 3:00 pm  
**Instructor:** Dr. Michele Newhard  
**Length of class:** 2 hours  
**SDP Category and/or Theme:** Elective/Self Discovery

As Dr. Ellen Langer suggests, retaining 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:** Must have completed the Mindset for Supervisors or Introduction to Strengths trainings or a Team Strengths Workshop to enroll in this training.

**MINDFUL LEADERSHIP ADVANCE**

**Class dates:** 9/18 and 9/25 – 8:30 am to 4:30 pm  
**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 TD, 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:** Must have completed the Mindset for Supervisors or Introduction to Strengths trainings or a Team Strengths Workshop to enroll in this training. The Mindful Leadership two-hour training is encouraged.

**START ASKING FOR FEEDBACK**

**Class date:** 9/13 – 9:00 am to 11:00 am  
**Instructor:** Marsha Benedetti  
**Category and/or Theme:** Elective/Interpersonal Skills

Research shows that less than one-third of employees say they receive useful feedback (Zenger Folkman, 2014) and yet, we generally just continue to ask supervisors to give more feedback. This course shifts the focus on feedback to be “receiver-driven.” Asking for feedback sets up an environment for the receiver to engage in the conversation with confidence and curiosity, which can lead to valuable insight to help us grow. We will explore the concepts of asking for feedback: broadly, explicitly and often.

**THE BALANCING ACT: SUPERVISING STUDENT, HOURLY AND SEASONAL EMPLOYEES**

**Class date:** 8/13 – 8:30 am to 12:30 pm  
**Instructors:** Sarah Roeder and Summer Shaffer  
**Category and/or Theme:** Elective/Team Effectiveness

Supervising student and seasonal employees requires supervisors to be able to effectively balance between coaching and development of their supervisee and still achieve work success. This ground work for mutual success starts from the moment supervisors decide to hire. This session will cover generational and student concepts, hiring and retention best practices, tools and resources designed to equip supervisors with effective management and development skills that best supports their student, hourly and seasonal employees.
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 (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 classes from the Core category (one from each theme,) and four classes 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 trainings.
Choose any four from the Professional Development classes (listed above) to fulfill your Elective training requirements for the Supervisor Development Program Certification. Professional Development trainings are rotated each semester and additional trainings may be added in the future.

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

MINDSET FOR SUPERVISORS
Class dates: 9/4 - 8:30 am to 12:30 pm or 9/16 – 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 training, 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 training for the Supervisor Development Program (SDP) requirements and SDP Certification.

INCLUSIVE EXCELLENCE PART 1 - DIVERSITY AND INCLUSION AT CSU
Class dates: 9/17 – 9:00 am to 11:30 am
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 training 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: 10/2 – 9:00 am to 11:30 am
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 training 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: 8/27 – 8:30 am to 12:30 pm or 10/10 – 12:30 pm to 4:30 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 Trainings:
If you are interested in the Supervisor Development Program Certification, participants select one training 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.

EFFECTIVE TEAMS
Class dates: 9/3 - 9:00 am to 12:00 pm or 1:00 pm to 4:00 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.
Prerequisite: Must have completed the Mindset for Supervisors or Introduction to Strengths trainings or a Team Strengths Workshop to enroll in this training.

EMBRACING APPRECIATIVE INQUIRY
Class dates: 9/12 – 1:00 pm to 4:00 pm or 9/26 – 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. Affirmative questions lead to outcomes that are both organizationally and personally practical, innovative, and uplifting. Equip yourself with this powerful process that can change your organization’s culture and affect the way your employees think about work!
Prerequisite: Must have completed the Mindset for Supervisors or Introduction to Strengths trainings or a Team Strengths Workshop to enroll in this training.

THE POWER OF FEEDBACK: CONSTRUCTIVE AND POSITIVE
Class dates: 9/5 or 9/6 – 9:00 am to 12:00 pm  Length of class: 3 hours
Instructor: Marsha Benedetti  Category and/or Theme: Core/Interpersonal Skills
It is essential to understand the power of feedback, especially in the role of a supervisor. This training will focus on tools to deliver constructive feedback. We will also look at the benefits of providing positive reinforcement to employees to ensure they know their value to the department’s success.

LIVE ONLINE CLASSES FOR DISTANCE LEARNERS
We offer a selection of live online trainings using Zoom, a webinar platform. These trainings are only available to
our distance learners who are off-campus employees unable to travel to Fort Collins. In addition, we are offering Crucial Conversations Online as a self-paced program available to all learners. Please be aware that we have a minimum enrollment of 20 participants and may need to cancel trainings if enrollment is low.

START ASKING FOR FEEDBACK - ONLINE  
**NEW**

Class date: 10/17 – 12:00 pm to 2:30 pm  
Instructor: Marsha Benedetti  
Length of class: 2.5 hours  
Category and/or Theme: Elective/Interpersonal Skills

Research shows that less than one-third of employees say they receive useful feedback (Zenger Folkman, 2014) and yet, we generally just continue to ask supervisors to give more feedback. This course shifts the focus on feedback to be "receiver-driven." Asking for feedback sets up an environment for the receiver to engage in the conversation with confidence and curiosity, which can lead to valuable insight to help us grow. We will explore the concepts of asking for feedback: broadly, explicitly and often.

CRUCIAL CONVERSATIONS ONLINE PROGRAM

Time commitment to complete: Access is for 90 days; plan to commit 2-3 hours/week for 4 weeks.

SDP Category and/or Theme: Elective/Interpersonal Skills

Crucial Conversations Online is a self-paced 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. You can search for the Crucial Conversations Online Program in the Learning Library. To learn more about Programs in My Learning visit the My Learning website.

*To cover the cost of training access, 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.

MINDSET FOR SUPERVISORS – ONLINE

Two part training, both dates are required: 8/27 and 8/28 – 12:00 pm to 2:30 pm MST

Length of class: 2.5 hours each part, 5 hours total  
SDP Category and/or Theme: Foundation  
Instructor: 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.

EMERGENCY READINESS CLASSES

All employees are encouraged to attend readiness trainings, 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 trainings are recommended for all employees who may be impacted by an emergency at work or at home.

DESIGNING SIMPLE DRILLS AND EXERCISES

Class date: 9/27 – 8:30 am to 12:30 pm  
Instructor: Bob Chaffee and Team  
Length of class: 4 hours

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
Class date: 10/11 – 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 and Facilities.

READY COLORADO STATE
Class date: 11/7 – 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 all CSU employees know where they and their Building Plans fit toward meeting the university's responsibility to capably respond to emergencies. This training will focus on department and building plans and 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. Those attending will have reviewed a learning guide and will take part in several practical activities to assist in learning readiness concepts.

READINESS RESOURCES
Class date: 12/13 – 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, workplace violence awareness, technology security and safety and preparedness concepts that apply anywhere anytime. These are all issues that may be encountered during a workday in today’s world!

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:
8/30  8:30 am – 11:30 am  9/19  1:00 pm – 4:00 pm  10/21  8:30 am – 11:30 am
11/14  1:00 pm – 4:00 pm  12/10  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 Registration Guide for registration instructions available at www.mylearning.colostate.edu
For Registration Assistance: Please email MyLearning@colostate.edu

Contact Information:
Talent Development
6006 Campus Delivery
Fort Collins, CO 80523-6006
(970) 491-1376
www.training.colostate.edu

Director:
Marsha Benedetti
(970) 491-1773
marsha.benedetti@colostate.edu

Talent Development Specialist:
Dr. Therese Lask
(970) 491-7805
therese.lask@colostate.edu

Office Coordinator:
Nakia Lilly
(970) 491-1376
nakia.lilly@colostate.edu

Building Proctor & Preparedness Training Specialist:
Bob Chaffee
(970) 491-3857
bob.chaffee@colostate.edu

Talent Development Specialist:
Dr. Michele Newhard
(970) 491-3758
michele.newhard@colostate.edu

Learning Management System Coordinator:
Diane Fromme
(970) 491-7259
diane.fromme@colostate.edu