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

Because of the current restrictions and social distancing guidelines for the COVID-19 pandemic response, Talent Development will continue to provide our sessions as virtual instructor-led trainings through the spring semester. To register for a specific session, go to the My Learning Website or log-in directly, and then click the linked title. A few days before each session, you will receive an email with detailed instructions on how to access the training through the Zoom Platform.

Facebook. Join us on Facebook by requesting membership to our private group: Colorado State University Talent Development. The CSU TD Facebook is another avenue for virtual connection and micro-learning for our staff and faculty. We will post research-based content that correlates to our curricula. We have periodic questions planned that will provide reflection, engagement, or respite and generate uplifting conversations.

Trending Resources. The Talent Development staff has just released updates to our list of helpful articles, books, and videos. We are excited to share these with you and will continue to add new resources to reinforce our classes and address our current work environment. We are currently highlighting resources for working remotely, and for diversity, equity, and inclusion, and updated resources for self-discovery, interpersonal skills, team effectiveness, and systems thinking.

**SPOTLIGHT CLASSES (in alphabetical order)**

Spotlight Learning. Spotlight Learnings are shorter (usually one hour) and focus on a relevant topic. You can attend two Spotlight Learnings to receive one Elective credit for the Supervisor Development Program Certification. Please use this form to document your completion and request credit.

**A NEW VIEW ON RECOGNITION**

*NEW*

**Class date:** 5/26 – 10:00 am to 11:00 am  
**Instructor:** Dr. Michele Newhard

Length of class: 1 hour  
Spotlight Learning

We know from research, particularly a recent study through SHRM (2018) that peer recognition has very positive impacts on the workplace in such areas as recruitment, retention, and positive culture management. Employee recognition generally can also improve morale and boost engagement. Using appreciative inquiry as a frame, this
course touches on research regarding the benefits of gratitude as a means to embrace the impact of peer recognition.

**NAVIGATING THE HYBRID TEAM ENVIRONMENT**  *NEW*

*Class date: 8/5 – 10:00 am to 11:00 am*  
*Instructor: Marsha Benedetti*  
*Length of class: 1 hour*  

**Spotlight Learning**

A hybrid team comprises both in-office and remote workers and can have many moving parts – both literally and figuratively. We will explore ways to navigate hybrid team dynamics successfully. The session will provide team-building strategies and communication skills to support collaboration and engagement among all team members.

**TEAM CULTURE**  *NEW*

*Class date: 7/28 – 10:00 am to 11:00 am*  
*Instructor: Dr. Therese Lask*  
*Length of class: 1 hour*  

**Spotlight Learning**

Organizational culture can be defined as the “...the beliefs, values and behavioral norms” shared by a group of individuals (Schein, 2017). Often ignored, organizational culture can determine the future success of an organization. Teams possess a unique culture of beliefs, values, and behavioral norms. How can we determine if our team culture is effective for our purpose within the institution? This introductory course will discuss the components necessary to maintain or change team culture, discover strategies for evaluating team culture, and explore strategies to explore the topic of culture with your team.

**E-LEARNING COURSES AVAILABLE IN MY LEARNING (in alphabetical order)**

The recordings of our previously offered Spotlight Learning sessions have been made available to you in My Learning as self-paced eLearning Courses. In the Learning Library filter by Course and the TD tag to view the available Courses. We continue to add recordings of our new Spotlight sessions. The eLearning version will be available about seven business days after the live session. Please note we do not provide recordings of our longer classes.

**Titles currently available include:**

*A Time of Change* with Dr. Therese Lask  
*NEW* **Active Listening: Setting the Stage for Successful Communication** with Marsha Benedetti  
**Adaptability Fatigue** with Dr. Michele Newhard  
**Building Hope in Times of Uncertainty** with Dr. Therese Lask  
**Building Resilience During Difficult Times** with Dr. Therese Lask  
**Finding Joy** with Dr. Michele Newhard  
**Focus on Wellbeing** with Dr. Therese Lask  
**Keep Talking: Simple Ways to Increase Team Communication** with Marsha Benedetti  
**Leveraging Strengths Toward Remote Working** with Dr. Michele Newhard  
**Staying Mindful** with Dr. Michele Newhard  
**Tips for Managing Remote Teams** with Marsha Benedetti and others  
**Tips for Working Remotely** with Marsha Benedetti and others  
*NEW* **The Value of Self-Care** with Dr. Michele Newhard  
**Top Five Benefits of an Appreciative Inquiry Lens** with Dr. Michele Newhard
E-LEARNING TRAININGS OFFERED BY VITALSMARTS

Talent Development has three eLearning offerings provided by a third-party vendor, VitalSmarts. Registration is through My Learning. The training is completed on the VitalSmarts training platform. After finishing the training, you can complete a Checkpoint in My Learning and have the Program show up in your list of completions. To learn more about Programs in My Learning, visit the My Learning website. These trainings do have a cost associated with them that can be paid by CSU departments with a University issued PCard.

CRUCIAL CONVERSATIONS – ONLINE PROGRAM
Time commitment to complete: 10-12 hours, plan to commit 2-3 hours/week for 4 weeks
SDP Category and/or Theme: Elective/Interpersonal Skills
Cost: $226.00 per person
The Crucial Conversations course is designed to reach the learner with bite-sized communication learning modules, social learning and reinforcement, and ease of access. This self-paced course teaches skills for communicating when opinions vary, and emotions run strong. Participants will learn dialogue skills to reach alignment and agreement on essential matters. These skills turn in to behaviors that improve decision making, commitment to action, and relationships.

GETTING THINGS DONE - ONLINE PROGRAM
Time commitment to complete: 5-7 hours with access to GTD Coach, a five-week email program
SDP Category and/or Theme: Elective/Systems Thinking
Cost: $175.00 per person
This self-paced course teaches participants how to manage workflow so they can focus on the right priorities, execute projects more effectively, and avoid burnout and stress. Participants learn skills to handle the constant stream of requests, duties, and interruptions people face at all levels of the organization. GTD skills enable participants to apply their expertise better and enhance productivity.

THE POWER OF HABIT - ONLINE PROGRAM
Time commitment to complete: 8-10 hours
SDP Category and/or Theme: Elective/Systems Thinking
Cost: $175.00 per person
Small, daily habits are unparalleled predictors of long-term outcomes. What we do today determines what we achieve tomorrow. Yet people often find themselves at the mercy of habit, stuck in routines that yield unwanted results. What might they accomplish if instead, they were the master of their habits? Based on the New York Times bestseller by Charles Duhigg, The Power of Habit™ course teaches skills to identify and create the habits needed for success. The course draws on the science of habit formation to help learners recognize when they need to change, what behaviors they ought to change, and how to make desired behaviors stick.

UNIVERSITY EMPLOYEE ORIENTATION

UNIVERSITY EMPLOYEE ORIENTATION
Class dates: 5/25 1:00 pm to 3:00 pm or 6/24 – 10:00 am to 12:00 pm (choose one)
Length of class: 2 hours  Instructor: Marsha Benedetti
University Employee Orientation 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.
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.

READY COLORADO STATE

Class date: 7/8 – 8:30 am to 12:00 pm  
Length of class: 3.5 hours

Instructor: Bob Chaffee and Team

Review and discuss the CSU Emergency Plan so all employees know where they and their building plans fit toward meeting the university’s responsibility to capably respond to a range of emergencies. Recommended Prerequisite: Introduction to the Building Proctor’s Role.

PROFESSIONAL DEVELOPMENT CLASSES - ELECTIVES (in alphabetical order)

CRITICAL THINKING

Class date: 6/3 – 9:00 am to 12:00 pm  
Length of class: 3 hours

Instructors: Gail Guminger & Marsha Benedetti  
SDP 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 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, MULTI-DAY VILT TRAINING

Class dates for entire series: 5/17, 5/18, 5/19, 5/20 – 1:00 pm to 4:30 pm

Length of class: 14 hours, four 3.5-hour sessions

Instructor: Marsha Benedetti  
SDP Category and/or Theme: Elective/Interpersonal Skills

Crucial Conversations is a 14-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 will begin to surface the best ideas, make better decisions, and then move to action to achieve better outcomes on your decisions with unity and commitment.

*To cover the cost of class materials, a fee of $226.00 is required prior to May 3, 2021. More information on payment by Internal Order in Kuali is provided upon registration. Book and Toolkit will be mailed to you.

EXPLORING CONFLICT BEHAVIORS

NEW

Class date: 6/22 – 1:00 pm to 3:30 pm  
Length of class: 2.5 hours

Instructor: Melissa Emerson, CSU Ombuds  
SDP Category and/or Theme: Elective/Interpersonal Skills

To increase self-awareness and improve conflict management skills, Talent Development is partnering with the University Ombuds to offer the Conflict Dynamics Profile (CDP), an assessment instrument measuring conflict behaviors. Working from a framework that conflict is inevitable, the assessment shows participants how harmful responses can be avoided, and beneficial responses can be learned. Individuals will take a deeper dive in understanding how they respond to conflict, what triggers can escalate conflict, and how to manage conflict more effectively. Results will remain confidential and personalized 1:1 conflict coaching will be offered to individuals wishing to further explore strategies for successfully navigating workplace conflict.
MINDFUL LEADERSHIP
Class date: 6/8 - 9:00 am to 11:00 am  
Instructor: Dr. Michele Newhard  
Length of class: 2 hours  
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: Must have completed Mindset for Supervisors, Introduction to Strengths, or a customized team Strengths training to enroll in this training.

PROFESSIONAL PATHWAYS (Two-Part Workshop)
Two-part training, both dates are required: 6/23 & 6/24 - 1:00 pm to 4:00 pm  
Length of class: 3 hours each, 6 hours total  
Instructor: Dr. Therese Lask  
SDP Category and/or Theme: Elective/Self Discovery
Are you exploring your professional path? This training 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. Prerequisite: Must have completed Mindset for Supervisors, Introduction to Strengths, or a customized team Strengths training to enroll in this training.

THE ELEMENT OF GRIT
Class date: 5/19 - 9:00 am to 11:30 am  
Instructor: Dr. Therese Lask  
Length of class: 2.5 hours  
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. Learn how the variable of grit helps individuals build toward excellence in their work, discover your level of grit, and learn strategies to continually move forward by utilizing concepts linked to grit.

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 Talent Development. The offices of the Vice President for Diversity, Equal Opportunity and Human Resources contribute to the training selections.

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

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.

Enroll in these two available Programs, then confirm your completion of the requirements by submitting the documentation form and requesting approval through the Program’s Checkpoint in My Learning to document your completion of the Supervisor Development Program and/or optional Certification.

SUPERVISOR DEVELOPMENT PROGRAM, UNIVERSITY REQUIREMENT PROGRAM

Through completion of this Program, you will gain a My Learning completion and have access to a My Learning certificate for CSU’s required SDP training. This is comprised of four Foundation trainings plus two Core or Elective trainings. If you are interested in pursuing the full Supervisor Development Program Certification, you may enroll in the My Learning Program of that title as well.

SUPERVISOR DEVELOPMENT PROGRAM, CERTIFICATION PROGRAM

This new Program gives you access to a My Learning completion and a University issued certificate for CSU’s Supervisor Development Program Certification. Work toward this Certification by participating in four Foundation trainings plus four Core trainings - one in each Professional Development theme - and four Elective trainings in any of the themes.

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 (Two-Part Workshop)

Two-part training, both dates are required: 7/20 & 7/22 - 9:00 am to 11:30 am
Length of class: 2.5 hours each, 5 hours total  
SDP Category and/or Theme: Foundation  
Instructors: 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. Finally, you will explore how your team contributes to this mission of the institution. NOTE: Mindset for Supervisors is the recommended first training for the Supervisor Development Program (SDP) requirements and SDP Certification.

RULES OF THE ROAD (Two-Part Workshop)

Two-part training, both dates are required: 6/2 & 6/9 - 1:00 pm to 3:30 pm
Length of class: 2.5 hours each, 5 hours total  
SDP Category and/or Theme: Foundation  
Instructor: Sponsored by the Office of Equal Opportunity and Human Resources

TALENT DEVELOPMENT
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.

**INCLUSIVE EXCELLENCE PART 1 - DIVERSITY AND INCLUSION AT CSU**
Class dates: 5/27 - 9:00 am to 12:00 pm or 6/17 - 1:00 pm to 4:00 pm (choose one)
Length of class: 3 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: 6/29 - 1:00 pm to 4:00 pm or 8/6 - 9:00 am to 12:00 pm (choose one)
Length of class: 3 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.

**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](#).

**EMBRACING APPRECIATIVE INQUIRY**
Class date: 7/1 – 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. **Prerequisite:** Must have completed Mindset for Supervisors, Introduction to Strengths, or a customized team Strengths training to enroll in this training.

**STRENGTHS BASED LEADERSHIP**
Class date: 6/14 – 1:00 pm to 3:30 pm  **Length of class:** 2.5 hours
Instructor: Dr. Therese Lask  **SDP 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 CliftonStrengths assessment, participants will explore their domain(s) and discover how to invest time in various job responsibilities to best contribute to department and organization. **Prerequisite:** Must have completed the Mindset for Supervisors or Introduction to Strengths trainings or a Team Strengths Workshop to enroll in this training.

**THE ROLE OF EMOTIONAL INTELLIGENCE IN LEADERSHIP**
Class date: 7/15 – 9:00 am to 11:30 am  **Length of class:** 2.5 hours
Instructor: Marsha Benedetti  **SDP Category and/or Theme:** Core/Self Discovery

TALENT DEVELOPMENT
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.

**REGISTRATION AND CONTACT INFORMATION**

**Online Registration:** Please refer to the My Learning Registration Guide for registration instructions available at [mylearning.colostate.edu](http://mylearning.colostate.edu)  
**For Registration Assistance:** Please email [MyLearning@colostate.edu](mailto:MyLearning@colostate.edu)

**Contact Information:**
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