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.

Talent Development will provide both in-person and online instructor-led trainings. Please be sure to note the location for each session. To register for a specific session, go to the My Learning Website or log-in directly, and then click the linked titles in this catalog. Each registration confirmation email will include an .ics calendar attachment that includes the location. A few days before each online 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 online 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 flexible work arrangements and for diversity, equity, and inclusion, as well as 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 timely 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 TIME OF CHANGE**

**Class date:** 9/8  **Online –** 1:00 pm to 2:00 pm  
**Instructor:** Dr. Therese Lask  
**Length of class:** 1 hour  
**Spotlight Learning**

Based on our unique life experiences, we all will handle change differently. Exploring our change style and the process individuals experience while going through change can help us gain understanding of ourselves and others. This webinar will explore the following:
• Determine your change style and how you process change
• Explore the change curve, for the specific stages of change
• Learn strategies to help yourself and others navigate change

NAVIGATING THE HYBRID TEAM ENVIRONMENT
Class date: 8/26 Online – 1:00 pm to 2:00 pm
Instructor: Marsha Benedetti
Length of class: 1 hour

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.

THE VALUE OF SELF CARE
Class date: 9/16 Online – 10:00 am to 11:00 am
Instructor: Dr. Michele Newhard
Length of class: 1 hour

In our achievement-driven society, self-care is often dismissed as superfluous. Yet, studies from multiple disciplines are confirming the necessity of taking care of one’s well-being first. In this session, we will explore information to rewrite your inner narrative allowing for positive self-talk around self-care.

SPOTLIGHT RECORDINGS 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 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 recorded 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
- 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
- The Value of Self-Care with Dr. Michele Newhard
- Top Five Benefits of an Appreciative Inquiry Lens with Dr. Michele Newhard

PROFESSIONAL DEVELOPMENT CLASSES - ELECTIVES (in alphabetical order)

BUILDING OPTIMISM
Class date: 8/31 Online – 10:00 am to 12:00 pm
Instructor: Dr. Michele Newhard
Length of class: 2 hours
SDP Category and/or Theme: Elective/Self Discovery

*NEW*
Optimists experience health benefits and other possible benefits over pessimists, according to research. Since human beings must contend with their hard-wired negativity bias, adopting a more optimistic outlook can be challenging. Fortunately, with dedication and practice, change can take hold if one would like to adopt a more positive viewpoint. If you are interested in making some changes, join us for this exploration into the research of Dr. Martin Seligman and other positive psychology scholars.

**COACHING BASICS FOR THE WORKPLACE**

<table>
<thead>
<tr>
<th>Class date: 10/6</th>
<th>In person</th>
<th>9:00 am to 12:00 pm</th>
<th><strong>Length of class:</strong> 3 hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructor: Dr. Michele Newhard</td>
<td>SDP Category and/or Theme: Elective/Interpersonal Skills</td>
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<td></td>
</tr>
</tbody>
</table>

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 experience and performance.

**EXPLORING CONFLICT BEHAVIORS**

<table>
<thead>
<tr>
<th>Class date: 10/7</th>
<th>In person – 1:00 pm to 3:30 pm</th>
<th><strong>Length of class:</strong> 2.5 hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructor: Melissa Emerson, CSU Ombuds</td>
<td>SDP Category and/or Theme: Elective/Interpersonal Skills</td>
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</table>

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.

**HOPE IN THE WORKPLACE**

<table>
<thead>
<tr>
<th>Class date: 9/23</th>
<th>Online – 9:00 am to 11:30 am</th>
<th><strong>Length of class:</strong> 2.5 hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructor: Dr. Therese Lask</td>
<td>SDP Category and/or Theme: Elective/Self Discovery</td>
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</table>

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.

**LEADING HYBRID TEAMS**

<table>
<thead>
<tr>
<th>Class date: 9/22</th>
<th>In person – 9:00 am to 11:00 am</th>
<th><strong>Length of class:</strong> 2 hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructor: Marsha Benedetti</td>
<td>SDP Category and/or Theme: Elective/Team Effectiveness</td>
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</tbody>
</table>

As our working environment changes to encompass more fluid work arrangements, our leadership styles will also need to flex. This class will explore some of the new experiences that leading a hybrid working environment entails and share tips to help you and your team be successful.

**MINDFUL LEADERSHIP ADVANCE (Two-Day Workshop)**

<table>
<thead>
<tr>
<th>Class dates: 9/21 and 9/28</th>
<th>In person – 8:30 am to 4:30 pm</th>
<th><strong>Length of class:</strong> 16 hours, two 8-hour sessions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructors: Dr. Michele Newhard &amp; Dr. Debora Colbert</td>
<td>SDP Category and/or Theme: Elective/Self Discovery</td>
<td></td>
</tr>
</tbody>
</table>

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.

**SITUATIONAL LEADERSHIP**

Class date: **9/14** In person - 9:00 am to 11:00 am  
**Instructor:** Marsha Benedetti  
**SDP Category and/or Theme:** Elective/Team Effectiveness  
Situational Leadership is a practical leadership model for developing people. The class will introduce the concept of four leadership styles. Learners will begin to identify how to match their leadership style to the development level of the people they supervise. The goal is to meet people where they are and to give them the direction and support when they need it.

**STRENGTHS BASED COMMUNICATION**

Class date: **9/15** In person – 9:00 am to 11:00 am  
**Instructor:** Dr. Therese Lask  
**SDP Category and/or Theme:** Elective/Interpersonal Skills  
How does our style of communication link to the themes identified by the CliftonStrengths assessment? Through identifying your Domains of Leadership, participants will explore and learn four styles of communication that reflect your domains. This workshop will examine patterns for each style of communication and utilize scenarios for deeper understanding. Build your understanding of effective communication based on various styles, and gain confidence in your ability to effectively communicate with colleagues. **Prerequisite:** Must have completed *Mindset for Supervisors, Introduction to Strengths*, or a customized team Strengths training to enroll in this training.

**TAKING CARE OF OURSELVES: EXPLORING DIALECTICAL BEHAVIOR THERAPY**  
*NEW*

Class date: **10/14** Online - 9:00 am to 11:30 am  
**Instructor:** Dr. Therese Lask  
**SDP Category and/or Theme:** Elective/Interpersonal Skills  
After over a year of global change, how do we more effectively take care of ourselves? Based on the best seller “DBT for Dummies”, this class will focus on taking charge of our self-care. Through concepts, exercises and discussion, we will explore how to gain understanding of basic, simple ideas to help you manage not only day to day stress of life, but times of significant difficulty.

**TEAM CULTURE 2.0**  
*NEW*

Class date: **9/30** Online - 9:00 am to 11:30 am  
**Instructor:** Dr. Therese Lask  
**SDP Category and/or Theme:** Elective/Team Effectiveness  
We often hear the best or worst part of our work environment is team culture. This class will be a continuation and deeper exploration of the topic of team culture. With a brief review of the Spotlight class “Introduction to Team Culture,” new topics will include: the eight distinct styles of team culture; evaluating the effectiveness of your team’s style, and best strategies to move forward.
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**
Class date: 9/1 In person - 8:00 am to 12:00 pm
Length of class: 4 hours  
**SDP Category and/or Theme:** Foundation
Instructor: Dr. Therese Lask
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: 10/5 and 10/7 Online - 9:00 am to 11:30 am
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
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: 9/9 Online - 9:00 am to 12:00 pm or 10/6 In person - 2:00 pm to 4:30 pm (choose one)
Length of class: 2.5 hours in person, 3 hours online  
**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: 9/10 Online - 9:00 am to 12:00 pm or 10/12 In person - 1:00 pm to 3:30 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](#).
EFFECTIVE TEAMS
Class date: 9/9 In person - 9:00 am to 12:00 pm
Instructor: Dr. Michele Newhard
Length of class: 3 hours
SDP Category and/or Theme: Core/Team Effectiveness
Effective teams are the cornerstone of organizational success. Learning to build 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.

THE POWER OF FEEDBACK: CONSTRUCTIVE AND POSITIVE
Class date: 9/28 Online – 1:00 pm to 3:30 pm
Instructor: Marsha Benedetti
Length of class: 2.5 hours
SDP 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.

SYSTEMS THINKING: YOUR ROLE IN THE BIG PICTURE
Class dates: 10/12 In person – 1:00 pm to 4:00 pm
Instructor: Dr. Michele Newhard
Length of class: 3 hours
SDP 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: Must have completed Mindset for Supervisors or Introduction to Strengths or a team Strengths workshop to enroll in this training.

UNIVERSITY EMPLOYEE ORIENTATION
New employees will be notified by email about the different University Employee Orientation options based on their specific employment categories. Email Nakia Lilly with questions about the University Employee Orientations.

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.

INTRODUCTION TO THE BUILDING PROCTOR’S ROLE
Class date: 10/15 In person – 8:00 am to 12:00 pm
Instructor: Bob Chaffee and Team
Length of class: 4 hours
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 Talent Development, CSUPD and Facilities.

READY COLORADO STATE
Class date: 11/3 In person – 8:00 am to 12:00 pm
Instructor: Bob Chaffee and Team
Length of class: 4 hours
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.

**READINESS RESOURCES**

**Class date:** 11/18 In person – 8:00 am to 12:00 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!

**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:**  
**Talent Development**  
(970) 491-1376  
[training.colostate.edu](http://training.colostate.edu)  

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