



# TALENT DEVELOPMENT

## COLORADO STATE UNIVERSITY

[training.colostate.edu](http://training.colostate.edu)

(970) 491-1376

[CSUTraining@colostate.edu](mailto:CSUTraining@colostate.edu)

### Late Fall 2021 Training Catalog

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.

#### PROFESSIONAL DEVELOPMENT CLASSES - ELECTIVES (in alphabetical order)

##### **APPRECIATIVE LEADERSHIP**

**Class date:** 11/16 **Online** - 9:00 am to 11:30 am

**Length of class:** 2.5 hours

**Instructor:** Dr. Michele Newhard

**SDP Category and/or Theme:** Elective/Systems Thinking

Framed with the five strategies of inquiry, illumination, inclusion, inspiration, and integrity, learn what appreciative inquiry scholars suggest could transform your leadership identity. Based on research developed around the appreciative inquiry mindset, this approach to leadership focuses on the relational practice of collaboration across the system.

**Prerequisites:** Must have completed *Mindset for Supervisors*, *Introduction to Strengths*, or a customized team Strengths training **and** *Applying Appreciative Inquiry in the Workplace* or *Embracing Appreciative Inquiry* to enroll in this training.

### CHOOSE TO BE

**Class date:** 12/9 **In Person** – 1:00 pm to 4:00 pm

**Length of class:** 3 hours

**Instructor:** Dr. Therese Lask

**SDP 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.” Based on reflection, you will define your leadership style based on moments when you were proud of the qualities you demonstrated. You'll explore how you can create an environment to create, relate, and persevere. You'll define strategies to enhance your team's ability to deliver their best.

### EFFECTIVE COMMUNICATION AND CONFLICT RESOLUTION SKILLS

**Class date:** 11/9 **In Person** – 9:00 am to 11:00 am

**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. This is an interactive session.

### EXPLORING CONFLICT BEHAVIORS

**Class date:** 12/1 **Online** – 9:00 am to 11:30 am

**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.

### INTRODUCTION TO SOAR

**Class date:** 12/2 **Online** - 9:00 am to 11:00 am

**Length of class:** 2 hours

**Instructor:** Dr. Michele Newhard

**SDP Category and/or Theme:** Elective/Systems Thinking

Are you looking for an energizing alternative to the traditional and deficit-based model SWOT? The SOAR Model, developed by appreciative inquiry experts Dr. Jackie Stavros and Gina Hinrichs, can be an infusion of positive energy for a depleted team hoping to build their future around a shared vision. Using SOAR for strategic planning is a chance to explore strengths, opportunities, aspirations, and results. In this class, we will experience how easy it can be to apply this model. **Prerequisite:** *Embracing Appreciative Inquiry or Applying Appreciative Inquiry in the Workplace.*

### INTRODUCTION TO STRENGTHS

**Class date:** 11/11 **Online** – 9:00 am to 11:30 am

**Length of class:** 2.5 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 team Strengths training, this training is not recommended because content will be very similar.

### LIFE CRAFTING: BUILDING A VISION FOR YOUR FUTURE \*NEW\*

**Class date:** 12/1 Online - 1:00 pm to 3:30 pm

**Length of class:** 2.5 hours

**Instructor:** Dr. Therese Lask

**SDP Category and/or Theme:** Elective/Self Discovery

During a year of unforeseen change, many of us saw a shift in how we view the key aspects of our lives. How do we now define “living the good life”? This class will provide the opportunity to explore key elements of our lives, providing the groundwork for our future. Using a model designed for job crafting, participants will explore their motivations, strategies, and outcomes for possible changes in their lives.

### LEADING HYBRID TEAMS

**Class date:** 12/8 Online - 9:00 am to 11:30 am

**Length of class:** 2.5 hours

**Instructor:** Marsha Benedetti

**SDP Category and/or Theme:** Elective/Team Effectiveness

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.

### PERSONAL EFFECTIVENESS AND TIME MANAGEMENT

**Class date:** 11/17 In Person - 9:00 am to 12:00 pm

**Length of class:** 3 hours

**Instructor:** Joy Nyenhuis

**SDP Category and/or Theme:** Elective/Self Discovery

Participants will learn strategies for personal effectiveness and time management. We will share tips to deal with our biggest time management challenges and time suckers. You will be inspired to live in a way that reflects your values no matter what challenges you face.

### PROJECT MANAGEMENT (Three-Part Workshop Program)

**Three-part training, all dates required:** 11/29, 12/1, & 12/3 In Person – 1:00 pm to 2:00 pm **Total Length of class:** 3 hours

**Instructor:** Dave Hoffman

**SDP Category and/or Theme:** Elective/Systems Thinking

What makes a project successful? This basic project management class will walk you through the project initiating, planning, executing, monitoring, and controlling, and closing processes. Bringing your own project to use, you will leave with a basic project charter, outline a project plan, and learn what skills you need to manage, report, and communicate project changes and status. We will also look at other skills you will want to explore to become a successful project manager.

### SITUATIONAL LEADERSHIP

**Class date:** 12/2 Online – 1:00 pm to 3:30 pm

**Length of class:** 2.5 hours

**Instructor:** Marsha Benedetti

**SDP Category and/or Theme:** Elective/Team Effectiveness

Situational Leadership is a practical leadership model for developing people. The training 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 they need when they need it.

## 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 Inclusive Excellence, 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 any 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 optional 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 classes are rotated each semester and additional classes 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 13-16 hours. All Foundation trainings are offered fall, spring, and summer semesters.

#### [MINDSET FOR SUPERVISORS \(Two-Part Workshop\)](#)

**Two-part training, both dates are required: 12/7 & 12/9 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:** 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: 11/2 & 11/4 Online** - 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

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 date: 10/21 Online** - 12:30 pm to 3:00 pm

**Length of class:** 2.5 hours

**SDP Category and/or Theme:** Foundation

**Instructor:** Kyle Oldham

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 date: 11/4 Online** - 9:00 am to 11:30 am

**Length of class:** 2.5 hours

**SDP Category and/or Theme:** Foundation

**Instructor:** Lance Wright

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: 11/3 Online** - 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. 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.

### **EMBRACING APPRECIATIVE INQUIRY**

**Class date: 11/10 Online** - 1:00 pm to 4:00 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 workshop to enroll in this training.

### **INTEGRITY: BUILDING THE CHARACTER OF GREAT LEADERSHIP**

**Class date:** 11/4 **In Person** – 9:00 am to 11:00 am

**Length of class:** 2 hours

**Instructor:** Dr. Therese Lask

**SDP Category and/or Theme:** Core/Interpersonal Skills

Integrity is frequently cited as a quality of great leaders. What is integrity? What are the qualities critical to possessing integrity? This class will explore the qualities linked to integrity, providing the opportunity for participants to identify opportunities to build and grow. You will learn the qualities linked to the variable of integrity, explore opportunities to enhance your integrity through exercises designed to help you explore your character as a leader, and gain confidence in your ability to evaluate and enrich qualities linked to integrity.

### **STRENGTHS BASED LEADERSHIP**

**Class date:** 11/18 **Online** – 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 *Mindset for Supervisors, Introduction to Strengths*, or a customized team Strengths workshop to enroll in this training.

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

**Class date:** 10/19 **In Person** – 9:00 am to 12:00 pm

**Length of class:** 3 hours

**Instructor:** Dr. Michele Newhard

**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, Introduction to Strengths*, or a customized team Strengths workshop to enroll in this training.

### **TRUST: THE ESSENTIAL ELEMENT**

**Class date:** 10/20 **Online** – 9:00 am to 11:30 am

**Length of class:** 2.5 hours

**Instructor:** Dr. Therese Lask

**SDP Category and/or Theme:** Core/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? Discover the foundational concepts critical for the building of trust, explore the various benefits from working in an environment built on trust, and learn various strategies you can use to increase trust in your work environment.

## **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

**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 Talent Development, CSUPD and Facilities.

### [READY COLORADO STATE](#)

**Class date:** 11/3 **In Person** – 8:00 am to 12:00 pm

**Length of class:** 4 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.

### [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!

## 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.

## 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

## 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)

#### Director:

Marsha Benedetti

(970) 491-1773

[marsha.benedetti@colostate.edu](mailto:marsha.benedetti@colostate.edu)

#### Talent Development Specialist:

Dr. Therese Lask

(970) 491-7805

[therese.lask@colostate.edu](mailto:therese.lask@colostate.edu)

#### Learning Management System Coordinator:

Diane Fromme

(970) 491-7259

[diane.fromme@colostate.edu](mailto:diane.fromme@colostate.edu)

#### Instructional Designer:

Babette Kraft

[babette.kraft@colostate.edu](mailto:babette.kraft@colostate.edu)

#### Emergency Readiness Training Specialist:

Bob Chaffee

(970) 491-3857

[bob.chaffee@colostate.edu](mailto:bob.chaffee@colostate.edu)

#### Talent Development Specialist:

Dr. Michele Newhard

(970) 491-3758

[michele.newhard@colostate.edu](mailto:michele.newhard@colostate.edu)

#### Office Coordinator:

Nakia Lilly

(970) 491-1376

[nakia.lilly@colostate.edu](mailto:nakia.lilly@colostate.edu)