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)**

**ADVANCED STRENGTHS DEVELOPMENT**

**Class date:** Online 7/28 – 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

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 Mindset for Supervisors, Introduction to Strengths, or a customized team Strengths workshop to enroll in this training. **This class counts towards the TD Strengths Development Focus Certificate.**
APPRECIATIVE CONVERSATIONS AND QUESTIONS

Class date: Online 7/7 - 9:00 am to 11:30 am  
Length of class: 2.5 hours
Instructor: Dr. Michele Newhard  
SDP Category and/or Theme: Elective/Interpersonal

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 depreciative conversations that you wish you could flip.

Prerequisite: Must have completed the Mindset for Supervisors or Introduction to Strengths trainings or a Team Strengths Workshop to enroll in this training. This class counts towards the TD Appreciative Inquiry Focus Certificate.

CRUCIAL CONVERSATIONS (Four-Part Workshop)

Four-part training, all dates are required: In person 5/17, 5/19, 5/24, & 5/26 – 8:30 am to 12:00 pm
Length of class: Four 3.5-hour sessions, 14 hours total
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 9, 2022. More information on payment by Internal Order in Kuali is provided upon registration.

DEALING WITH DIFFICULT PEOPLE

Class date: In person 7/13 – 9:00 am to 12:00 pm  
Length of class: 3 hours
Instructor: Marsha Benedetti  
SDP Category and/or Theme: Elective/Interpersonal Skills

This class recognizes that we have interactions with other people in the workplace that sometimes can be quite challenging. We will look at the role you play and explore some specific steps you can use to deal with difficult situations at work that can lead to more positive outcomes.

EMERGING LEADERS: ENVISION THE FUTURE (Two-Part Workshop)

Two-part training, both days are required: In person 6/23 & 6/30 – 8:30 am to 4:00 pm
Length of class: Two 7.5-hour sessions, 15 hours total
Instructor: Dr. Therese Lask  
SDP Category and/or Theme: Elective/Self Discovery

Do you know where your professional path is leading you? Are you interested in developing your leadership qualities for the future? Based on Kouzes’s and Posner’s bestselling book “The Leadership Challenge,” this two-day retreat will explore key concepts of leadership through thought provoking exercises that will assist you in determining your future leadership goals.

EXPLORING CONFLICT BEHAVIORS

Class date: In person 6/7 – 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.

Required prework: Conflict Dynamics Profile. By signing up for this class, you are agreeing
to complete this 15-minute assessment prior to attending the class. While the assessment is free to all CSU employees because the $20 licensing fee is covered by the Talent Development Office, we request that you only complete the assessment if you intend to attend the class.

**INTRODUCTION TO STRENGTHS**

**Class date:** Online 5/17 – 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 Strengths training, this training is not recommended because content will be very similar. *This class counts towards the TD Strengths Development Focus Certificate.*

**LEVERAGING STRENGTHS FOR PERSONAL EFFECTIVENESS ** *NEW*

**Class date:** In person 6/27 – 1:00 pm to 3:30 pm  
**Length of class:** 2.5 hours  
**Instructor:** Joy Nyenhuis  
**SDP Category and/or Theme:** Elective/Self Discovery  
CliftonStrengths provide us with lenses to understand what we do best. How can you leverage your Top 5 CliftonStrengths Talent Themes to improve your personal effectiveness? To deal with time management challenges? Better manage your attention? Have more energy? Join us for this workshop style session with time for learning, reflection, and discussion. Participants will leave with personalized ideas and strategies to address time management challenges. **Prerequisite:** Must have completed the Mindset for Supervisors or Introduction to Strengths trainings or a Team Strengths Workshop to enroll in this training. *This class counts towards the TD Strengths Development Focus Certificate.*

**PERSONAL EFFECTIVENESS AND TIME MANAGEMENT**

**Class date:** In person 6/6 – 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.

**LOVE IT OR HATE IT: THE INEVITABILITY OF CHANGE**

**Class date:** In person 5/25 – 1:00 pm to 4:00 pm  
**Length of class:** 3 hours  
**Instructor:** Dr. Therese Lask  
**SDP Category and/or Theme:** Elective/Systems Thinking  
Do you embrace change or dread change? In work and in life, change is constant. Explore the variables of change from a personal and organizational perspective and apply a process for successful change.

**STRENGTHS IN AND OUT OF BALANCE**

**Class date:** Online 7/21 - 10:00 am to 12:00 pm  
**Length of class:** 2 hours  
**Instructor:** Dr. Michele Newhard  
**SDP Category and/or Theme:** Elective/Self Discovery  
CliftonStrengths talent themes are neutral, and each individual talent brings value to the workplace. Yet, there can be two sides of strengths behavior. As human beings, we may have a tendency both to over calibrate our own talents in times of stress and also, to misunderstand talents we ourselves don’t possess. In this session, we will explore what talents can look like when we are imbalanced. Further, through reflection as well as discussion of this topic, awareness grows to help you ensure a positive strengths climate. **Prerequisite:** Must have completed the Mindset for Supervisors or Introduction to Strengths trainings or a Team Strengths Workshop to enroll in this training. *This class counts towards the TD Strengths Development Focus Certificate.*
TRANSFORMATIONAL LEADERSHIP *NEW*

Class date: In person 6/2 – 10:00 am to 12:00 pm
Instructor: Marsha Benedetti
Length of class: 2 hours
SDP Category and/or Theme: Elective/Team Effectiveness

The university has rolled out the Courageous Strategic Transformation plan. We are challenged to build operational excellence, foster the well-being and success of people, embrace purposeful innovation at our core, and amplify our positive impact on all those we serve. The type of leadership required to reach these aspirations is transformational. Transformational leaders foster curiosity in their teams and work as agents of change. This session will introduce the primary elements of transformational leadership and explore actionable ways to put this style into practice.

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: Online 7/12 & 7/14 - 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. This class counts towards the TD Strengths Development Focus Certificate.

RULES OF THE ROAD (UNDER CONSTRUCTION)

NEW Blended learning experience available in early Fall 2022  
SDP Category and/or Theme: Foundation

Instructor: Sponsored by the Office of Equal Opportunity and Human Resources

We are creating a blended learning experience for Rules of the Road. Participants will be able to do an online course to become familiar with key policies and laws and then have an opportunity for a live session for further clarification and questions. Dates will be available in our Early Fall Catalog and My Learning in early August. 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.

DIVERSITY, EQUITY AND INCLUSION FOUNDATIONS (Formerly known as Inclusive Excellence Part 1)

Class dates are TBD. Please check My Learning for available dates.  
Length of class: 2 hours  
SDP Category and/or Theme: Foundation

Instructors: Sponsored by the Office of Inclusive Excellence

In this training you’ll learn CSU’s definitions of diversity, equity, and inclusion (DEI); discuss why pursuing DEI is a best practice for any organization; and practice listening and storytelling as skillsets for understanding how we can better support our peers.

UNCOVERING BIAS (Formerly known as Inclusive Excellence Part 2)

Class dates are TBD. Please check My Learning for available dates.  
Length of class: 2 hours  
SDP Category and/or Theme: Foundation

Instructors: Sponsored by the Office of Inclusive Excellence
This interactive session will explore unconscious bias: what it is, how it forms, how it can affect ourselves and our peers, and what we can do to mitigate our own unconscious biases moving forward.

**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: **Online 7/26** - 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.

**STRENGTHS BASED LEADERSHIP**
Class date: **In person 6/9** – 9:00 am to 11:30 am  
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. This class counts towards the **TD Strengths Development Focus Certificate**.

**THE POWER OF FEEDBACK: CONSTRUCTIVE AND POSITIVE**
Class date: **In person 8/2** – 9:00 am to 11:30 am  
Length of class: 2.5 hours  
**Instructor:** Marsha Benedetti  
**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.

**THE ROLE OF EMOTIONAL INTELLIGENCE IN LEADERSHIP**
Class date: **In person 6/15** – 9:00 am to 11:30 am  
Length of class: 2.5 hours  
**Instructor:** Marsha Benedetti  
**SDP Category and/or Theme:** Core/Self Discovery  
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. This class counts towards the **TD Positive Psychology Focus Certificate**.

**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: In person 7/22 – 8:00 am to 12:00 pm
Instructor: Bob Chaffee and Team

This introductory course provides a review of the duties and common issues faced by every Building Proctor. You have the keys and the manual... now what? Learn the basic responsibilities and authority of Building Proctors. Interactive case studies make this information immediately useful. This class counts towards the Building Proctor Readiness Focus Certificate.

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 For Registration Assistance: Please email MyLearning@colostate.edu

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