Talent Development’s goal is to inspire learning and a growth mindset – 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 land grant mission and our Principles of Community.

Talent Development provides 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 registration links 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 Talent Development 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.

Focus Certificates. Our specialized programs give learners an opportunity to explore in depth a particular interest area while working toward and being recognized with a certificate for completing a set of trainings in a specific focus area. Talent Development topic areas include positive psychology, strengths development, and appreciative inquiry. Two focus certificates are also available for building proctor and emergency readiness trainings.

PROFESSIONAL DEVELOPMENT CLASSES - ELECTIVES (in alphabetical order)

APPLYING APPRECIATIVE INQUIRY IN THE WORKPLACE
Class date: 12/6 9 a.m. – 12 p.m. in person
Instructor: Michele Newhard
Length of class: 3 hours
Category and/or theme: Elective/Systems Thinking
This course introduces the transformational concept of appreciative inquiry through its five-stage model of change. Language is critical in the workplace, so we must be intentional about the energy our language choice adds to the conversation. Appreciative inquiry is a way to focus on what we want more of instead of the problems that may hamper our momentum. *Prerequisites: Must have completed Mindset for Supervisors or Introduction to Strengths or a customized Team Strengths training AND Embracing Appreciative Inquiry to enroll in this training. This class counts towards the Talent Development Appreciative Inquiry Focus Certificate. Register for Applying Appreciative Inquiry in the Workplace in My Learning.
CREATING AN ENGAGED ENVIRONMENT FOR HYBRID TEAMS *NEW*

**Class date:** 12/8 10 a.m. – 12 p.m. **online**

**Instructor:** Marsha Benedetti  
**Length of class:** 2 hours  
**Category and/or theme:** Elective/Team Effectiveness

Since the pandemic we have experienced dramatic changes in the workplace. Hybrid teams are now part of our work environment. Hybrid work offers benefits as well as unique complexities, especially when it comes to maintaining employee engagement. Engaging a hybrid workforce may require us to reimagine our team's norms, policies and culture. This session will explore current trends and ideas to set your hybrid team up for success and ensure all team members feel seen, heard and engaged. Register for Creating an Engaged Environment for Hybrid Teams in My Learning.

CRUCIAL CONVERSATIONS (Four-part workshop)

**Four-part training, all dates are required:** 10/26, 11/2, 11/9, and 11/16 1 p.m. - 4:30 p.m. **in person**  
**Length of class:** Four 3.5-hour sessions, 14 hours total

**Instructor:** Marsha Benedetti  
**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 $233 is required prior to Oct. 19. More information on payment by internal order in Kuali is provided upon registration. Register for Crucial Conversations in My Learning.*

DISSECTING ORGANIZATIONAL CULTURE *NEW*

**Class date:** 12/1 9 a.m. – 11:30 a.m. **online**

**Instructor:** Michele Newhard  
**Length of class:** 2.5 hours  
**Category and/or theme:** Elective/Team Effectiveness

Management guru Peter Drucker said, “Culture eats strategy for breakfast.” Culture is dynamic and often elusive, and as such, can be difficult to pin down. Inspired by the earlier “Team Culture Spotlight,” in this course we will examine team culture through the Competing Values Framework of Quinn & Peterson (2011), as well as revisit Schein's enduring model (2016). You will have an opportunity to examine your own team through this content. Register for Dissecting Organizational Culture in My Learning.

EXPLORING CONFLICT BEHAVIORS

**Class date:** 12/7 9 a.m. - 11:30 a.m. **in person**

**Instructor:** Melissa Emerson, CSU Ombuds  
**Length of class:** 2.5 hours  
**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, 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. Register for Exploring Conflict Behaviors in My Learning.

INTRODUCTION TO STRENGTHS

**Class date:** 10/26 9 a.m. – 11 a.m. **in person**

**Instructor:** Marsha Benedetti  
**Length of class:** 2 hours  
**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 similar. This class counts for the TD Strengths Development Focus Certificate. Register for Introduction to Strengths in My Learning.

START ASKING FOR FEEDBACK

Class date: 11/8 1 p.m. – 3:30 p.m. online
Instructor: Marsha Benedetti
Length of class: 2.5 hours
Category and/or theme: Elective/Interpersonal Skills

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

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 the Supervisor Development Program 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 this 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.)

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 required Supervisor Development Program and optional Supervisor Development Program 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 Supervisor Development Program 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. Register for the Supervisor Development Program, University Requirement program in My Learning.

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. Register for the Supervisor Development Program, Certification program in My Learning.

NOTE: Professional development classes are elective trainings.
Choose any four from the professional development classes (listed above) to fulfill your elective training requirements for 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 required training and for certification. Total training commitment is 13-16 hours. All foundation trainings are offered fall, spring, and summer semesters.

MINDSET FOR SUPERVISORS
Class date: 11/3 8:30 a.m. - 12:30 p.m. in person
Length of class: 4 hours
Instructor: 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 the mission of the institution. NOTE: Mindset for Supervisors is the recommended first training for the required Supervisor Development Program and Supervisor Development Program Certification. This class counts towards the Talent Development Strengths Development Focus Certificate. Register for Mindset for Supervisors in My Learning.

RULES OF THE ROAD: FUNDAMENTALS PROGRAM (Three-part program)
Three-part training, all parts are required: self-paced course online Class date: 11/10 10 a.m. - 12 p.m. in person
Length of class: 2 hours in person, 4 hours total
Instructors: Tracy Hutton and Eric Ray, Human Resources
This training 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. This is a hybrid format program that allows participants to become familiar with key policies and laws through an online course followed by a live session for further clarification and questions. You will enroll in a live training date “placeholder” session, which will invite you to enroll in the online course on Oct. 27. Completion of the online portion between Oct. 27 and Nov. 9 is required prior to registering for the live session. The session on 11/10 will be held in person. An online option will be made available in spring 2023. Register for Rules of the Road: Fundamentals Program in My Learning.

DIVERSITY, EQUITY AND INCLUSION FOUNDATIONS (Formerly known as Inclusive Excellence Part 1)
Class date: 10/31 10 a.m. - 12 p.m. or 11/30 9 a.m. - 11 a.m. online
Length of class: 2 hours
Instructors: Sponsored by the office of Inclusive Excellence
In this training you will learn CSU’s definitions of diversity, equity and inclusion, discuss why pursuing diversity, equity and inclusion is a best practice for any organization, and practice listening and storytelling as skillsets for understanding how we can better support our peers. Register for Diversity, Equity and Inclusion Foundations in My Learning.
UNCOVERING BIAS (Formerly known as Inclusive Excellence Part 2)
Class date: 11/7 10 a.m. - 12 p.m. or 12/14 9 a.m. - 11 a.m. online
Length of class: 2 hours 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. Register for Uncovering Bias in My Learning.

CORE TRAININGS:
If you are interested in Supervisor Development Program Certification, select one training from each of the four themes based on your professional goals and areas of interest. Please see more details on our website.

EFFECTIVE TEAMS
Class date: 12/7 1 p.m. – 4 p.m. online Length of class: 3 hours
Instructor: Michele Newhard 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 both a unit's mission and the University's. Prerequisite: Mindset for Supervisors, Introduction to Strengths, or a customized team Strengths training. Register for Effective Teams in My Learning.

EMBRACING APPRECIATIVE INQUIRY
Class date: 11/9 9 a.m. – 12 p.m. online Length of class: 3 hours
Instructor: Michele Newhard Category and/or theme: Core/Systems Thinking
Appreciative inquiry is an organizational and personal change methodology and worldview that can produce dramatic transformational effects in organizations and employees. Affirmative questions lead to outcomes that are both organizationally and personally practical, innovative, and uplifting. Equip yourself with this powerful process that can change your organization's culture and affect the way your employees think about work. Prerequisite: Mindset for Supervisors, Introduction to Strengths, or a customized team Strengths training. This class counts towards the Talent Development Appreciative Inquiry and Positive Psychology Focus Certificates. Register for Embracing Appreciative Inquiry in My Learning.

THE ROLE OF EMOTIONAL INTELLIGENCE IN LEADERSHIP
Class date: 10/25 10 a.m. - 12 p.m. in person Length of class: 2 hours
Instructor: Marsha Benedetti Category and/or theme: Core/Self Discovery
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. This class counts towards the Talent Development Positive Psychology Focus Certificate. Register for The Role of Emotional Intelligence in Leadership in My Learning.

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 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: 11/11 8 a.m. - 12 p.m. in person Length of class: 4 hours
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 for the Building Proctor Readiness Focus Certificate. [Register for Introduction to the Building Proctor's Role in My Learning.]

**DESIGNING SIMPLE DRILLS AND EXERCISES**

**Class date:** 11/18 8 a.m. - 12 p.m. **in person**

**Instructor:** Bob Chaffee and Team

CSU policy requires that departments have a Building Safety Plan and exercise that plan at least annually. This training is a basic introduction to "what it takes" to put simple exercises and drills together for your department. You will learn to put together a design team, review your current emergency plan, and determine how many people are needed to run and evaluate your exercise. Also learn how to hold a review and capture learnings and updates for your emergency plan and why safety is important throughout the process. This training puts colleagues together in a fun and interactive environment. This class counts towards the Emergency Readiness Focus Certificate. [Register for Designing Simple Drills and Exercises in My Learning.]

**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](mailto:Nakia_Lilly@csu.edu) with questions about 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 Talent Development tag to view the available courses. Please note we do not provide recordings of our longer classes.

**Titles currently available include:**

- [A Time of Change](#)
- [Active Listening: Setting the Stage for Successful Communication](#)
- [Adaptability Fatigue](#)
- [Building Hope in Times of Uncertainty](#)
- [Building Resilience During Difficult Times](#)
- [Finding Joy](#)
- [Focus on Wellbeing](#)
- [Keep Talking: Simple Ways to Increase Team Communication](#)
- [Leveraging Strengths Toward Remote Working](#)
- [Staying Mindful](#)
- [Tips for Managing Remote Teams](#)
- [Tips for Working Remotely](#)
- [The Value of Self-Care](#)
- [Top Five Benefits of an Appreciative Inquiry Lens](#)
REGISTRATION AND CONTACT INFORMATION

For online registration instructions, please refer to the My Learning Registration Guide available at mylearning.colostate.edu. For registration assistance, please email MyLearning@colostate.edu.

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