Summer 2019 Schedule

We are excited to provide you with information about Training and Organizational Development's summer trainings. This schedule includes trainings that will be held between May 30th and August 7th. The early fall training catalog and registration will be available after July 29.

CSU faculty and staff will register for trainings on My Learning at Colorado State. My Learning is CSU’s software application to administer, document, and track educational trainings and programs for faculty and staff. To register for trainings go to www.mylearning.colostate.edu

Most trainings will be conducted face to face. The majority of our trainings are held at the University House on Remington, 1504 Remington Street (location and parking information is available on our website at TOD Training Website) but please always check the location before attending as occasionally it may vary. The registration confirmation emails from My Learning will include an .ics calendar attachment with date, time, and location information to add to your Outlook calendar.

Trainings for our distance learners who are off-campus employees unable to travel to Fort Collins are included in the Live Online Classes section of this catalog.

PROFESSIONAL DEVELOPMENT CLASSES (listed in alphabetical order)

APPRECIATIVE COACHING
Class date: 6/18 – 1:00 pm to 4:00 pm
Instructor: Dr. Michele Newhard
Len\_th of class: 3 hours
Category and/or Theme: Elective/Interpersonal Skills
This course provides a foundation in the theories, principles, and techniques of Appreciative Inquiry Coaching. Participants will have an opportunity to practice the model as well as be coached with the model.
Prerequisites: Mindset for Supervisors or Introduction to Strengths and Embracing Appreciative Inquiry or Applying Appreciative Inquiry Concepts in the Workplace. Coaching Basics for the Workplace is advised.

BUILDING A STRENGTHS BASED CULTURE
Class date: 7/30 – 9:00 am to 12:00 pm
Instructor: Dr. Therese Lask
Length of class: 3 hours
Category and/or Theme: Elective/Systems Thinking
*NEW*
After investing time learning about individual and team strengths, how do you continue the momentum towards building a strength based culture? This workshop will focus on strategies team can use to continue to focus on the development of strengths. Topics will include developing strengths based goals, strengths based coaching, and engagement of employees through a strengths based paradigm. Prerequisite: Must have completed either Introduction to Strengths or Mindset for Supervisors to enroll in this training.

COACHING BASICS FOR THE WORKPLACE
Class date: 6/12 - 9:00 am to 12:00 pm
Instructor: Dr. Michele Newhard
Length of class: 3 hours
Category and/or Theme: Elective/Interpersonal Skills
In this course, you will learn the basics of coaching, as well as a simple coaching model. You will walk away with
the tools to apply these simple techniques to positively impact your employee’s experience and performance. This training is geared toward supervisors.

**CRITICAL THINKING**

**Class date:** 6/11 - 9:00 am to 12:00 pm  
**Instructors:** Gail Gumminger & Marsha Benedetti  
**Length of class:** 3 hours  
**Category and/or Theme:** Elective/Systems Thinking

How often do you think about how you think? For most people the answer is “not very often.” Yet every day, we each make decisions, generate ideas, draw conclusions, and evaluate other people’s opinions and so on. In this class, you can examine your thinking process, understand the impact of your decisions and ensure alignment with organizational goals.

**DEALING WITH DIFFICULT PEOPLE**

**Class date:** 5/31 – 9:00 am to 12:00 pm  
**Instructor:** Marsha Benedetti  
**Length of class:** 3 hours  
**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 Day Workshop)

**Class dates:** 7/11 and 7/18 - 8:30 am to 4:00 pm  
**Instructor:** Dr. Therese Lask  
**Length of class:** Total 15 hours (7.5 hours each day)  
**Category and/or Theme:** Elective/Self Discovery

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.

**HAPPINESS AT WORK AND WHY WE SHOULD CARE**

**Class date:** 6/14 – 9:00 am to 11:00 am  
**Instructor:** Dr. Michele Newhard  
**Length of class:** 2 hours  
**Category and/or Theme:** Elective/Team Effectiveness

Research around positive emotions, specifically happiness levels in the workplace indicates that in today’s society, we would be well served to consider the impact of staff happiness levels. We will explore how to affect personal happiness levels.

**JOB CRAFTING: CREATING THE JOB YOU LOVE**

**Class date:** 6/15 - 9:00 am to 11:00 am  
**Instructor:** Dr. Therese Lask  
**Length of class:** 2 hours  
**Category and/or Theme:** Elective/Self Discovery

Looking for a different job? Not feeling content in your responsibilities at work? Consider job crafting, defined as shaping job responsibilities to enhance satisfaction and increase productivity at work. Participants will explore their strengths along with where they might invest more time on the job.
LOVE IT OR HATE IT: THE INEVITABILITY OF CHANGE

Class dates: 6/20 - 9:00 am to 12:00 pm
Instructor: Dr. Therese Lask
Length of class: 3 hours
Category and/or Theme: Elective/Systems Thinking

Do you embrace or dread change? In all of our roles at work and in life, change is constant. This workshop will explore the variables of change from a personal and organizational perspective and provide a process to apply for a successful change.

REST: A NEW VIEW ON WORKPLACE PERFORMANCE

Class date: 5/30 - 9:00 am to 11:00 am
Instructor: Dr. Michele Newhard
Length of class: 2 hours
Category and/or Theme: Elective/Self Discovery

We often dismiss the need for rest. In fact, many of us wear overwork like a badge of honor in this driven, accomplishment-focused society. According to research by Dr. Alex Pang among others, we work more than ever before and yet, productivity and passion has waned. Underestimating its value, rest is now often viewed as a luxury instead of the need that it actually is. Researchers are showing how embracing breaks, rest, and play actually reaps greater work outcomes. Prerequisite: Must have completed either Introduction to Strengths or Mindset for Supervisors to enroll in this training.

SITUATIONAL LEADERSHIP

Class date: 6/18 - 9:00 am to 12:00 pm
Instructor: Marsha Benedetti
Length of class: 3 hours
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.

START ASKING FOR FEEDBACK

*NEW*

Class date: 8/7 - 9:00 am to 11:00 am
Instructor: Marsha Benedetti
Length of class: 2 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 course 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.

STRENGTHS BASED COMMUNICATION

Class date: 6/19 – 9:00 am to 11:00 am
Instructor: Dr. Therese Lask
Length of class: 2 hours
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 either Introduction to Strengths or Mindset for Supervisors to enroll in this training.

SUBTLETIES OF COMMUNICATION

Class date: 7/11 - 9:00 am to 11:00 am
Instructor: Dr. Michele Newhard
Length of class: 2 hours
SDP Category and/or Theme: Elective/Interpersonal Skills

Respectful and open communication is vital to a welcoming and successful workplace. We will explore a few different aspects of respectful workplace communication that are often overlooked in the realm of communication.
After a brief review of the four previous generational cohorts we may encounter, the latest generation to join us on campus, Generation Z is introduced. We will explore their characteristics and effective strategies for interacting with Generation Z.

**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 Training and Organizational Development. The offices of the Vice President for Diversity, Equal Opportunity and Human Resources contribute to the class selections.

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 http://training.colostate.edu/supervisor/ or call The Office at (970) 491-1376.

**Required training** for all supervisors (to be completed in a three-year time span):
The required training includes completion of all four classes in the foundation category and an additional two classes from either the core or elective categories.

Certification includes completion of all four classes in the foundation category, four courses from the core category (one from each theme,) and four courses 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.

**NOTE: Professional Development Classes are Elective Classes**

Choose any four from the Professional Development classes (listed above) to fulfill your elective requirements for the Supervisor Development Program Certification. Professional Development trainings are rotated each semester and additional trainings may be added in the future.

**Foundation Classes:**

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 dates:** 6/7, 6/26 or 7/23 - 8:30 am to 12:30 pm (choose one)

**Length of class:** 4 hours  
**SDP Category and/or Theme:** Foundation

**Instructors:** Marsha Benedetti, Dr. Therese Lask or 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, and finally, you will explore how your team contributes to this
mission of the institution. NOTE: Mindset for Supervisors is the recommended first required Foundation training for the Supervisor Development Program (SDP) requirements and SDP Certification.

**INCLUSIVE EXCELLENCE PART 1 - DIVERSITY AND INCLUSION AT CSU**

**Class dates:** 6/17 or 7/15 – 9:00 am to 11:30 am (choose one)

**Length of class:** 2.5 hours   **SDP Category and/or Theme:** Foundation

**Instructors:** Office of the Vice President for Diversity staff

Supervisors play a key role in creating an inclusive work environment. This training provides an understanding of diversity and inclusion at Colorado State. As supervisors, we set the tone and culture of our office. Because of this we have the opportunity to create inclusive environments for all employees to succeed, regardless of background.

**INCLUSIVE EXCELLENCE PART 2 - UNCOVERING BIAS**

**Class dates:** 6/25 or 7/26 – 9:00 am to 11:30 am (choose one)

**Length of class:** 2.5 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.

**RULES OF THE ROAD**

**Class dates:** 6/13 or 6/19 – 8:00 am to 12:00 pm (choose one)

**Length of class:** 4 hours   **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.

**Core Classes:**

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 [http://training.colostate.edu/supervisor](http://training.colostate.edu/supervisor) or call The Office of Training and Organizational Development at (970) 491-1376.

**BUILDING A VISION FRAMEWORK**

**Class date:** 6/28 – 9:00 am to 11:00 am   **Length of class:** 2 hours

**Instructor:** Dr. Therese Lask   **SDP Category and/or Theme:** Core/Team Effectiveness

How do organizations maintain what they do best while building towards the future? Popularized by the book “Good to Great,” best-selling author Jim Collins outlines the development of a Vision Framework, focusing on what the organization does well combined with a vision for the future. This class will explore how your team can implement this model to move towards a future vision.

**CREATING INCLUSIVE CONVERSATIONS**

**Class dates:** 8/6 – 9:00 am to 11:30 am   **Length of class:** 2.5 hours

**Instructor:** Office of the Vice President for Diversity   **SDP Category and/or Theme:** Core/Interpersonal Skills

This session explores the concept of intent vs. impact and how we can unintentionally create a hostile environment for our colleagues, students, and employees. We explore common phrases that marginalize campus members and discuss best practices for creating inclusive conversations. **Prerequisites:** You must have completed Inclusive Excellence Part 1 and Part 2.
EFFECTIVE TEAMS
Class dates: 6/4 - 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. Building 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 Gallup CliftonStrengths assessment to enroll in this training.

EMBRACING APPRECIATIVE INQUIRY
Class dates: 7/17 – 9:00 am to 12:00 pm  
Instructor: Dr. Michele Newhard  
Length of class: 3 hours  
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 the Gallup CliftonStrengths assessment to enroll in this training.

STRENGTHS BASED LEADERSHIP
Class dates: 7/24 - 9:00 am to 11:00 am  
Instructor: Dr. Therese Lask  
Length of class: 2 hours  
Category and/or Theme: Core/Self Discovery  
Strengths based leadership explores the four domains of leadership necessary for all teams: Executing, Relationship Building, Influencing and Strategic Thinking. Based on the results of the CliftonStrengths assessment, participants will explore their domain(s) and discover how to invest time in various job responsibilities to best contribute to department and organization. Prerequisite: Must have completed the Gallup CliftonStrengths assessment to enroll in this training.

SYSTEMS THINKING: YOUR ROLE IN THE BIG PICTURE
Class dates: 6/25 - 9:00 am to 12:00 pm  
Instructor: Dr. Michele Newhard  
Length of class: 3 hours  
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 the Gallup CliftonStrengths assessment to enroll in this training.

THE POWER OF FEEDBACK: CONSTRUCTIVE AND POSITIVE
Class dates: 6/24 – 1:00 – 4:00 pm, 6/27 - 9:00 am to 12:00 pm  
Instructor: Marsha Benedetti  
Length of class: 3 hours  
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.

LIVE ONLINE CLASSES FOR DISTANCE LEARNERS

We offer a selection of live online trainings using Zoom, a webinar platform. These trainings are only available to our distance learners who are off-campus employees unable to travel to Fort Collins. In addition, we are offering Crucial Conversations Online as a self-paced program available to all learners. Please be aware that we have a minimum enrollment of 20 participants and may need to cancel trainings if enrollment is low.

CRUCIAL CONVERSATIONS ONLINE PROGRAM
Time commitment to complete: Access is for 60 days; plan to commit 2-3 hours/week for 4 weeks.  
SDP Category and/or Theme: Elective/Interpersonal Skills
Crucial Conversations Online is a self-paced 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’ll begin to surface the best ideas, make the highest-quality decisions, and then act on your decisions with unity and commitment. You can search for the Crucial Conversations Online Program in the Learning Library. To learn more about Programs in My Learning visit the My Learning website.

*To cover the cost of training access, a fee of $226.00 is required prior to the start of training. More information on payment by Internal Order in Kuali is provided upon registration.

**RULES OF THE ROAD – ONLINE**

Two part training, both dates are required: 7/31 and 8/7 – 11:30 am to 2:00 pm MST
Length of class: 2.5 hours each part, 5 hours total SDP Category and/or Theme: Foundation
Instructor: Mark Flynn - 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.

**SITUATIONAL LEADERSHIP - ONLINE**

Class date: 6/12 - 11:30 am to 3:00 pm MST
Instructor: Marsha Benedetti
Length of class: 3.5 hours
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.

**STRENGTHS BASED LEADERSHIP - ONLINE**

Class dates: 7/25 - 12:30 pm to 3:00 pm MST
Instructor: Dr. Therese Lask
Length of class: 2.5 hours
Category and/or Theme: Core/Self Discovery
Strengths based leadership explores the four domains of leadership necessary for all teams: Executing, Relationship Building, Influencing and Strategic Thinking. Based on the results of the CliftonStrengths assessment, participants will explore their domain(s) and discover how to invest time in various job responsibilities to best contribute to department and organization. Prerequisite: Must have completed the Gallup CliftonStrengths assessment to enroll in this training.

**THE POWER OF FEEDBACK: CONSTRUCTIVE AND POSITIVE – ONLINE**

Class dates: 6/25 - 11:30 am to 3:00 pm MST
Instructor: Marsha Benedetti
Length of class: 3.5 hours
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.

**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.

**DESIGNING SIMPLE DRILLS AND EXERCISES**

Class date: 7/18 – 8:30 am to 12:30 pm
Instructor: Bob Chaffee and Team
Length of class: 4 hours
CSU policy requires that departments have a Building Plan and exercise that plan at least annually. This class
presents a model for participants to build realistic simple drills and exercises to test their current Building Plan and their staff’s ability to fulfill their responsibilities. Participants will discuss the need for exercises, the resources required to run a basic drill or exercise, and how to debrief situations, including real emergencies. Learning will also enable staff to update their skills and their emergency plans. Athletic teams practice, professional musicians practice, and we even hold rehearsals for weddings – we need to practice safety by holding drills and exercises regularly so we are ready to respond when bad things happen.

INTRODUCTION TO THE BUILDING PROCTOR’S ROLE

**Class date:** 6/3 – 8:30 am to 12:30 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 Training and Organizational Development, CSUPD and Facilities.

READY COLORADO STATE

**Class date:** 7/10 – 8:30 am to 12:30 pm  
**Length of class:** 4 hours

**Instructor:** Bob Chaffee and Team

The Colorado State University Emergency Plan will be discussed and reviewed so all CSU employees know where they and their Building Plans fit toward meeting the university’s responsibility to capably respond to emergencies. This training will focus on department and building plans and preparation ranges from medical emergencies to other major emergencies such as fire or utility outages, culminating in developing and/or updating a plan for your work site or area. Those attending will have reviewed a learning guide and will take part in several practical activities to assist in learning readiness concepts.

READINESS RESOURCES

**Class date:** 7/16 – 8:30 am to 12:30 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

University Employee Orientation (UEO) is designed to welcome new employees to the University while gaining a sense of the CSU community and culture. We recommend you attend orientation within your first two months of employment at CSU.

**Class dates:**
- 5/30 8:30 am – 11:30 am
- 6/26 1:00 pm – 4:00 pm
- 8/2 8:30 am – 11:30 am

**Instructors:** Marsha Benedetti, Dr. Therese Lask or Dr. Michele Newhard  
**Length of class:** 3 hours
REGISTRATION AND CONTACT INFORMATION

Online Registration: Please refer to the My Learning Registration Guide for registration instructions available at www.mylearning.colostate.edu

For Registration Assistance: Please email MyLearning@colostate.edu

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