The workshops listed in this section are designed to provide managers with the skills needed throughout their development as leaders. These workshops will help build a solid foundation and develop core competencies through a variety of learning methods.

**WORKSHOP**  
**Communication with Your Manager**  
Learn how to help yourself and those above you succeed by defining needs and clarifying expectations.  
*DATE*  
MAR 29  
JUN 30

**Delegation**  
Learn how to get successful outcomes through accountability-based delegation.  
*DATE*  
MAY 17

**Discrimination, Sexual Harassment and the ADA: The Supervisor’s Toolbox - Everything You Need to Know**  
This workshop will equip supervisors and managers with the information they need to help prevent and respond to discrimination and sexual harassment in the workplace, and to comply with the American Disabilities Act.  
*DATE*  
MAR 31

**Leadership and Learning are indispensable to each other.**  
— John F. Kennedy

**Documentation**  
Managers will learn the purpose of documentation and explore different types of documentation. Using an interactive and experiential design participants serve as hearing members in a grievance hearing.  
*DATE*  
FEB 10  
JUN 9

**First Line Fundamentals - A Policy Primer for Supervisors**  
This workshop provides an overview of University policies and procedures that affect managers.  
*DATE*  
FEB 17  
JUN 16

**Managing Employee Performance**  
A skill building course that will help supervisors and managers to set clear performance expectations and effectively resolve performance problems.  
*DATE*  
MAR 3  
JUN 28

**Meeting Management**  
Meetings are a #1 time waster. Learn how to plan and run effective, productive meetings.  
*DATE*  
MAY 26

**Transitioning from Staff to Manager**  
In this workshop we will discuss how your role changes once you become a leader and how you can identify and develop new skills to strengthen your leadership abilities.  
*DATE*  
JAN 20  
MAY 31
Whether you are a new manager or just want to learn new skills, professional development workshops are available to all University of Utah employees who would like to improve their professional skills.

**WORKSHOP**  
**DATE**

- **Anger Management**  
  MAY 18  
  This session takes a look at anger, what causes it, and what we can do about it on a personal level.

- **Assertiveness Skills**  
  MAR 17  
  Learn how to get what you want while respecting other’s rights.

- **Business Writing**  
  FEB 8  
  An interactive workshop that refreshes your knowledge of the mechanics of business writing.  
  Topics include: grammar, punctuation, sentence structure, and editing.  
  MAY 12

- **Calming Upset Customers**  
  APR 5  
  Learn what you can do in tough situations to meet customer needs and decrease frustrations.

- **Conflict Management**  
  FEB 24  
  Gain the insight, skills, and tools needed to have difficult conversations about important issues.

- **Communication, Accountability, Respect, Excellence (CARE)**  
  MAR 17  
  This class is the combination of four parts of “CARE” (Communication, Accountability, Respect, and Excellence).

- **Dealing with Change**  
  MAR 23  
  Change happens in all areas of our life and requires us to adapt to the newness that results from change. This class helps participants to understand change and offers helpful hints on how to effectively adapt to a changing environment.

- **Discrimination, Sexual Harassment, and American with Disabilities Act (ADA) for Employees**  
  JUN 15  
  This workshop is designed to educate employees about University nondiscrimination policies. Topics include University policies regarding sexual harassment and the American Disabilities Act (including discrimination, the right to equal access, and the obligation to provide reasonable accommodation).

- **Effective Decision-Making**  
  FEB 22  
  In this workshop, participants will learn practical techniques to improve their decision-making abilities.

- **Enhancing Innovation and Creativity**  
  MAR 3  
  JUN 14  
  An interactive workshop that will help you break out of the cycle of reactive or “status quo” thinking and will propel you towards innovation.

- **Giving and Receiving Difficult Feedback**  
  APR 12  
  Discover ways to minimize the risk and discomfort that comes with delivering critical feedback. Also, learn about the responsibilities you have when receiving difficult feedback.

- **Goal Setting**  
  APR 14  
  Learn how to set effective personal and department goals using the SMART method.
Interpersonal Communication
This workshop focuses on skills and techniques that can improve how effectively you communicate with peers, customers, managers, and anybody else!

Jan 11

Interviewing Skills
Looking to move into a new job at the U? This class will help you deliver a confident interview by identifying what managers look for and how you can avoid sabotaging yourself.

Jan 11

Leading Organizational Change
Most attempts at organizational change fail miserably. This workshop discusses why failure is so common, and provides you with guidelines that will help you avoid mistakes and increase the chance that your change initiative will be a success!

Jan 27

Listening Skills
Examines the four parts of listening as well as common barriers and solutions.

Mar 22

Methods and Tools for Process Improvement
Uses hands-on activities and simulations to explain an improvement process from problem identification to improvement implementation.

Apr 7

Navigating Communication Styles
Learn to improve your working relationships by recognizing and responding effectively to different communication styles.

Feb 15

Presentation Skills
This workshop will give you the tools to create and deliver powerful and effective presentations to a variety of audiences.

Apr 21

Stress Management
Learn how to identify, cope with, and decrease your stress levels.

Apr 27

Time Management
Learn how to juggle meetings, projects, management demands, and customer needs.

Jan 25

Total Quality Management (TQM)
This class is designed for anyone who wants to know more about TQM at U of U Hospitals and Clinics. We’ll review TQM principles and how they can be applied to create improvements. The training will provide a structure for implementing TQM on a daily basis.

May 19

Train the Trainer
Looking to build (or even create) your skills in delivering material, facilitating discussion, and leading educational sessions? Then this program is for you!

Day 1:
- Adult Learning Principles: Complete a Learning Styles Inventory and examine the training process from assessment to evaluation.
- Presentation Skills: Learn how to facilitate discussion and improve your presentation skills.

Day 2:
- Running Training Activities: Learn about different types of training activities and how to run them effectively.

Apr 13

Apr 20
• Use of Training Tools: Learn about the various tools available and how to use them.
• Documentation, Evaluation and Follow-Up: Learn how to keep accurate training records and develop workshop evaluations.
• Handling Disruptive Learners: This module covers the various types of disruptive learners and addresses how to handle them in a training environment.

**Prerequisite(s):** Completion of Day 1 of Train the Trainer

### Day 3 Putting It All Together: MAY 4

This is the opportunity to take what you have learned from Day 1 and 2 of Train the Trainer and put it together. Participants will be delivering a 10 minute presentation to the class to demonstrate the instructor competencies.

**Prerequisite(s):** Completion of Day 1 and 2 of Train the Trainer

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**ADDITIONAL SERVICES**

Organizational Development Services is committed to strengthening performance at both individual and departmental levels. We offer a number of services and resources to help you improve results.

- **Strategic Planning**
  Assistance with creating or revising departmental mission, vision, and values as well as long and short term goals.

- **Meeting and Project Facilitation**
  Help with planning, facilitating, and achieving meeting and project objectives.

- **Process Improvement**
  Identification of improvement opportunities and assistance with implementing process improvement solutions.

- **Customized Workshops**
  Development of customized training programs designed to meet your department’s unique needs.

- **Retreat Planning**
  Assistance with planning, developing, and delivering successful and fun business retreats.

- **360-Degree Evaluations**
  Facilitation of a comprehensive evaluation process that identifies your leadership strengths and areas for growth.

- **Supplemental Learning**
  Self-paced professional development modules available as your schedule permits.

Please contact us at 585-2300 for additional information about our services, or with any questions you have about how we can meet your individual and organizational needs.
WINTER/SPRING 2005 WORKSHOP CALENDAR

A brief description of each workshop is available on pages 1 through 4. Workshops are subject to change. For more information, please contact Organizational Development Services at 585-2300 or visit www.hr.utah.edu/ods/ to register on-line.

<table>
<thead>
<tr>
<th>DATE</th>
<th>WORKSHOP</th>
<th>TIME</th>
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<tbody>
<tr>
<td>11 Tuesday</td>
<td>Interviewing Skills</td>
<td>9:00 - 1:00</td>
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<td>20 Thursday</td>
<td>Transitioning from Staff to Manager</td>
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<td>25 Tuesday</td>
<td>Time Management</td>
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<td>27 Thursday</td>
<td>Leading Organizational Change</td>
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<td>8 Tuesday</td>
<td>Business Writing</td>
<td>9:00 - 1:00</td>
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<td>10 Thursday</td>
<td>Documentation</td>
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<td>17 Thursday</td>
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<td>22 Tuesday</td>
<td>Effective Decision-Making</td>
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<td>Conflict Management</td>
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<td>3 Thursday</td>
<td>Enhancing Innovation &amp; Creativity</td>
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<td>29 Tuesday</td>
<td>Communication with Your Manager</td>
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<td>31 Thursday</td>
<td>Discrimination, Sexual Harassment, &amp; ADA for Supervisors/Mgrs</td>
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<td>5 Tuesday</td>
<td>Calming Upset Customers</td>
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<td>7 Thursday</td>
<td>Methods &amp; Tools for Process Improvement</td>
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<td>12 Tuesday</td>
<td>Giving &amp; Receiving Difficult Feedback</td>
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<td>13 Wednesday</td>
<td>Train the Trainer Day 1</td>
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<td>4 Wednesday</td>
<td>Train the Trainer Day 3 - Putting It All Together</td>
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<td>Delegation</td>
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