

UC Riverside employees can enroll in a series of Employee & Organizational Development (EOD) courses. We offer tools and resources to help you succeed and excel in your professional role at UCR through engaged learning and focused customer service. For more information regarding available courses and registration, go to <https://ucrlearning.ucr.edu/>.

Our core competencies — **Achieving Results, Building Relationships and Creating the Future** — apply to all UC employees, regardless of location, level or role within the University. They are aligned with the mission, vision and values of the University and its locations.

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Learning Format Legend:

Icon	Learning Format	Definition
	Instructor Led Training (ILT)	Instructor-led trainings are facilitated by an instructor in a classroom setting. ILT allows learners and instructors/facilitators to interact and discuss the training material individually or in a group setting.
	Virtual Instructor-Led Training (VILT)	Virtual instructor-led training (VILT) refers to training that is delivered in a virtual or simulated environment, or when instructor and learner are in separate locations. Virtual instruction environments are designed to simulate the traditional classroom or learning experience.
	eLearning	eLearning is the delivery of learning and training through online resources, without the use of an instructor.

UCR Core Competencies: Achieving Results, Building Relationships, Creating the Future

The core competencies below apply to all UC employees, regardless of location, level or role within the University. They are aligned with the mission, vision and values of the University and its locations. Core behavioral anchors also apply to all UC employees, regardless of location, level or role within the University. Additionally, UC leaders and managers are expected to demonstrate the management behavioral anchors.

	Core Behavioral Anchors	Management Behavioral Anchors
Achieving Results		
<p>Continuous Improvement</p> <p>Strives for high-quality performance in self and the organization. Takes initiative in an ongoing effort to improve products, services or processes to deliver optimum results. Is resourceful, seeks alternatives and broad input; measures outcomes.</p>	<ul style="list-style-type: none"> Adopts ideas, technology, and practices that increase efficiency, eliminate waste, and improve performance Is reflective; takes initiative to make improvements to current work Uses data, feedback, and input from others to improve the quality of products and services 	<ul style="list-style-type: none"> Drives improvement, continually searching for new ways to position the organization for success Supports others who take calculated risks Recognizes and rewards initiative and innovation
<p>Continuous Learning</p> <p>Demonstrates responsibility and ownership for one's job and career path by identifying and expanding skillsets needed to perform successfully on the job. Consistently works to learn and increase knowledge. Asks for help when needed, admits mistakes and is open to feedback.</p>	<ul style="list-style-type: none"> Takes responsibility for one's own development; maintains fluency in appropriate work applications, software, or tools Keeps up-to-date on current research, trends, and technology in one's field; identifies and pursues areas for development and training that will enhance job performance Seeks coaching and feedback to increase self-awareness and personal growth 	<ul style="list-style-type: none"> Creates opportunities for learning and development throughout the organization Gives team members autonomy to determine how to complete work; delegates effectively Ensures that knowledge and learning is shared across the organization; recognizes staff who learn from each other
<p>Problem Solving</p> <p>Anticipates and identifies problems; conducts appropriate analysis to understand stakeholder interests. Generates and evaluates alternative solutions. Takes thoughtful risks.</p>	<ul style="list-style-type: none"> Evaluates the pros and cons, risks and benefits of different solutions; prioritizes opportunities and challenges in order to solve urgent, high impact problems first Works effectively with others to solve problems and make decisions; seeks input from partners Identifies issues and addresses them in a timely, data driven and transparent manner to achieve sustainable and optimal results 	<ul style="list-style-type: none"> Fosters an environment where employees feel safe raising issues, offering solutions and input Accountable for decisions and actions when solving problems Utilizes broad organizational knowledge to identify root causes and potential impacts of proposed solutions
Building Relationships		
<p>Belonging and Community</p> <p>Models, fosters, and promotes the University of California Principles of Community. Demonstrates empathy and respect for all people regardless of differences; promotes fairness and equity. Cultivates, champions, embodies, embraces, and supports a sense of diversity, equity, inclusion and belonging.</p>	<ul style="list-style-type: none"> Engages others in a way that makes them feel valued and accepted Values diverse people, experiences and ideas; cultivates and maintains an environment of inclusion that empowers all team members to contribute ideas and achieve goals Is self-aware, understands one's impact on others; treats all people with dignity, respect, and equity 	<ul style="list-style-type: none"> Creates a positive work environment that is free from discrimination and harassment Draws on diversity of skills, backgrounds and knowledge of people to achieve more effective results Ensures that conflicts are resolved in ways that leave all team members feeling respected and heard
<p>Collaboration</p> <p>Interacts with others in ways that demonstrate collaboration and cooperation. Builds partnerships with others to achieve organizational results. Cultivates, builds and maintains positive relationships across the organization.</p>	<ul style="list-style-type: none"> Cooperates with others; shares information and knowledge to identify and implement solutions in which all parties can benefit Helps and supports fellow employees in their work to contribute to overall success Places the needs of the team above self-interest; builds and maintains effective working relationships 	<ul style="list-style-type: none"> Fosters an open environment where employees feel safe providing constructive feedback Develops and cultivates mutually beneficial work relationships and alliances inside and outside the organization Encourages and assists others in building networks to improve relationships and maximize results

Core Behavioral Anchors

Management Behavioral Anchors

Communication

Clearly and effectively shares information both orally and in writing. Uses the most appropriate and effective medium for communicating. Adapts and adjusts messages in line with audience experience, diversity and background. Seeks input and actively listens; checks for understanding of messages.

- Consistently shares accurate, timely information; takes into account audience and communication method
- States opinions honestly and in a straight-forward manner; maintains open dialogue with others; actively listens
- Written and verbal communications are consistently clear, concise and appropriate to the audience

- Speaks honestly about issues; seeks the truth about a situation, no matter how unpleasant
- Listens to concerns and carries them up the organizational chart; shares senior management strategies and information with employees
- Sets and demonstrates high standards of integrity; practices discretion; demonstrates diplomacy and tact

Creating the Future

Change Agility

Anticipates and adapts to change. Supports change initiatives by energizing others at all levels and ensuring continued commitment when faced with new initiatives. Demonstrates tolerance and adaptability when dealing with ambiguous situations. Effectively plans for change and deals with setbacks through flexibility and resilience.

- Adapts approaches as needed to address changing priorities; is flexible, open, and receptive to new approaches; willing to step outside of one's comfort zone
- Seeks to understand context while navigating through organizational change
- Aware of own and others' responses to change and responds in a way that is productive for the organization and its team members

- Creates a supportive environment in which team members anticipate and are able to adapt to change
- Actively supports change initiatives; holds team members accountable to adopt change
- Actively builds awareness of change strategies and change impacts to team members; serves as a liaison between the team and change leaders

Mission and Vision Focus

Shows understanding of and commitment to the UC mission and vision.

- Uses the organization's mission and vision as guideposts for decision-making
- Connects individual role and aligns goals in fulfillment of the UC mission and vision
- Inspires others to achieve the mission and vision of the organization and the University

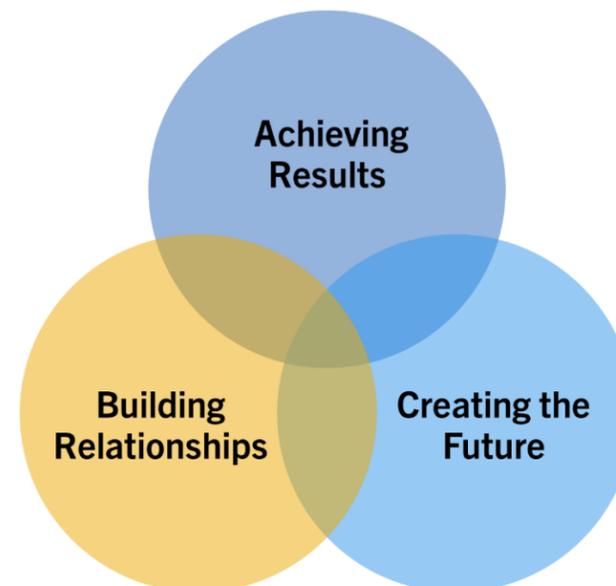
- Clearly communicates a team mission and vision that aligns with University goals
- Harnesses information and opportunities to more effectively achieve the mission and vision of the organization and the University
- Proactively builds an environment where all team members strive to excel

Stewardship

Demonstrates accountability, discretion and sound judgment when utilizing tangible and intangible University resources to ensure the public trust.

- Acts in a manner consistent with the [UC Standards of Ethical Conduct](#) and other UC policies
- Utilizes available resources (people, processes and tools) to achieve organizational goals; models accountability
- Understands and adheres to safety guidelines; reports and corrects potential threats; models safe behaviors

- Holds team members accountable for upholding the [UC Standards of Ethical Conduct](#) and other UC Policies
- Identifies ways to share resources, promoting greater efficiencies across the University and communities served
- Holds team members accountable for adhering to safety guidelines, reporting and correcting potential threats; and modeling safe behaviors



LinkedIn Learning eLearning Courses

LinkedIn learning provides hundreds of courses that cover a wide range of topics that are high quality, easily accessible and available 24/7. eLearning is available to all UCR employees. Any employee that has a valid NetID can access eLearning courses in the UC Learning Center and the LinkedIn Learning courses directly through R'Space.

Competency	Course	Description	Learning Format	Cost	Estimated Duration	Availability
Achieving Results	<u>Process Improvement Foundations</u>	The objective of management is to make improvements—not only to products and services but also to entire processes. The difficult thing is to know what needs improving, and then whether your interventions have made a positive difference. This course provides an overview of the basic tools used for process improvements to improve processes, services and products.		No cost	47 Min	Anytime
Achieving Results	<u>A3 Problem Solving for Continuous Improvement</u>	In this course, lean author Sam Yankelevitch explains how to adopt the A3 process in order to approach problems, improve results, and drive organizational learning.		No cost	41 Min	Anytime
Achieving Results	<u>Lean Six Sigma Foundations</u>	Steven outlines the process stages in Six Sigma (define, measure, analyze, improve, and control), along with the Lean toolkit: the 5s principles, Kanban (scheduling), downtime, poka-yoke (error proofing), and kaizen (continuous improvement).		No cost	1 Hr. 10 Min	Anytime
Achieving Results	<u>Operational Excellence Foundations</u>	Understand and apply operational excellence to improve your organization's processes, products, and services for sustained competitive advantage. Dr. Richard Chua, consultant, professor and certified Lean Six Sigma Master Black Belt trainer, explains the fundamentals of operational excellence—from key concepts and tools to methodologies and implementation best practices.		No cost	1 Hr. 32 Min	Anytime
Achieving Results	<u>Lean Six Sigma: Analyze, Improve, and Control Tools</u>	In this course, Dr. Richard Chua provides coverage of fundamental Lean Six Sigma tools that can help you add value to your project. Here, he focuses on the Analyze, Improve, and Control phases of the DMAIC—Define, Measure, Analyze, Improve, and Control—approach.		No cost	1 Hr. 21 Min	Anytime
Achieving Results	<u>The Benefits of Standardization and Standard Work</u>	This course explores the three steps of the standardization cycle, the benefits of standardization, and the four types of standard work that apply to any type of work or industry. Plus, learn why continuous improvement is such an important part of the standardization process.		No cost	2 Hr. 12 Min	Anytime
Achieving Results	<u>Lean Six Sigma: Define and Measure Tools</u>	Dr. Richard Chua provides coverage of fundamental Lean Six Sigma concepts that can help you add value to your project. Here, he focuses on key tools and techniques in the Define and Measure phases of the DMAIC—Define, Measure, Analyze, Improve, and Control—approach.		No cost	1 Hr. 25 Min	Anytime
Achieving Results	<u>Operational Excellence Work-Out and Kaizen Facilitator</u>	This course provides training on how to prepare, plan, and conduct these intensive working sessions. Dr. Richard Chua—an author, professor, and certified Lean Six Sigma Master Black Belt trainer—explains what a Work-Out or Kaizen event is and how to prepare and plan, including developing the purpose, scope, and detailed agenda; selecting Lean Six Sigma tools; and deciding who to invite		No cost	1 Hr. 10 Min	Anytime
Achieving Results	<u>Culture of Kaizen</u>	This course explores the human side of lean in great detail. Learn about the difference between so-called adaptive and non-adaptive cultures. Discover the importance of habits and find out how to mitigate social threats. Plus, explore the characteristics of a successful kaizen leader, and learn motivation and persuasion techniques to improve your communication skills and positively influence your team.		No cost	1 Hr. 34 Min	Anytime

Competency	Course	Description	Learning Format	Cost	Estimated Duration	Availability
Achieving Results	<u>Implementing Continuous Improvement: A Case Study</u>	See continuous improvement at work. Find how the pioneering software development firm Menlo Innovations created a more productive, fulfilling workplace. In this course, Ron Pereira travels to Ann Arbor, Michigan to visit the Menlo headquarters and meet founder Richard Sheridan. After reading Richard's book, Joy, Inc., Ron wanted to find out how he changed the culture of Menlo Innovations by adding "the business value of joy" to the workplace.		No cost	2 Hr. 12 Min	Anytime
Achieving Results	<u>Improving Employee Performance</u>	A central goal of any manager is to help their employees produce good work, and enhance their ability to do this work over time. But while the concept of performance management isn't new, the methods used to accomplish it have changed. Today's managers must contend with a variety of different factors, including a shortage of skilled labor and boomers leaving the workforce as millennials enter it. In this course, join HR expert Don Phin as he shares strategies for creating a culture that encourages high performance as well as best practices for improving employee performance in the modern workplace.		No cost	1 Hr. 4 Min	Anytime
Achieving Results	<u>Building a Coaching Culture: Improving Performance Through Timely Feedback</u>	To maximize the investment in training and improve employee performance, follow-up is key. Regular coaching is a simple way to connect with employees and increase their productivity, job satisfaction, and engagement. Join Brian Ahearn for this course, which provides a variety of tools and techniques to build a coaching culture at your organization. Learn what traits you need to develop to be a successful coach, and how to implement methods such as positive intent, timely feedback, and respectful candor.		No cost	1 Hr. 8 Min	Anytime
Achieving Results	<u>Performance Management: Conducting Performance Reviews</u>	Performance reviews can have a huge impact on your employee's future. In this short course, the second installment in the <i>Performance Management</i> series, learn how to prepare for and conduct fair, productive, and impactful performance reviews. Dr. Todd Dewett shows managers how to write and deliver effective performance reviews, explaining how to gather feedback, write the formal review, and conduct effective meetings with employees.		No cost	28 Min	Anytime
Achieving Results	<u>Measuring Learning Effectiveness</u>	Determine the ROI for learning. Discover how to evaluate whether learning objectives are being met in your organization. In this course, Jeff Toister explores several popular models for determining the effectiveness of a class or training course, and provides a framework for applying these models. This includes creating an evaluation strategy, collecting assessment data, and making recommendations for improvements. The Kirkpatrick Model, the Phillips ROI Methodology, and Brinkerhoff's Success Case Method are discussed in depth, as well as alternative approaches such as predictive analytics.		No cost	47 Min	Anytime
Achieving Results	<u>Organizational Learning and Development</u>	In this course, expert and consultant Britt Andreatta shares how to build an L&D program to attract and retain talent and help employees develop the skills that keep your organization competitive.		No cost	53 Min	Anytime
Achieving Results	<u>Using Neuroscience for More Effective L&D</u>	Neuroscience—the study of the human brain and behavior—can help you create training that sticks. Stella Collins is an educator and consultant who specializes in applying neuroscience and psychology to learning and development.		No cost	1 Hr. 8 Min	Anytime
Achieving Results	<u>Creating a Culture of Learning</u>	Cultivating a learning culture means more than providing training sessions—it means integrating learning into the operations and priorities of the business. In this course, learning strategist Britt Andreatta, PhD, helps define the roles that everyone in the organization should play in creating this culture—from L&D and HR professionals, to managers and leaders, to the employees themselves.		No cost	59 Min	Anytime
Achieving Results	<u>Take a More Creative Approach to Problem-Solving</u>	Because creativity is such a powerful changemaking force, countless myths have sprung up around it, the most dangerous of which is that "you either have it or you don't." While some people may be more talented than others in, say, songwriting or costume design, the ability to think and solve problems creatively is built into the human brain. Curiosity, experimentation, and innovation define us as a species. At the same time, we're creatures of habit, and it's easy for individuals and companies to get "locked in" to procedures that no longer serve them. How do you get "unstuck"? Building on insights from improv, design thinking, comedy writing, and startup incubation, the lessons in this course offer you concrete tools for creative thinking.		No cost	27 Min	Anytime

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Achieving Results	<u>Problem Solving Techniques</u>	You can't solve a problem unless you can get to the cause—and sometimes there's more than one. In this course, learn techniques for identifying the root cause of a problem, generating options, and selecting the best solution.		No cost	1 Hr. 32 Min	Anytime
Achieving Results	<u>Solving Business Problems</u>	Do you have a business problem that you are having trouble solving? Mike Figliuolo has a simple five-step process for solving problems and leading your business through everyday uncertainty and larger change initiatives. Learn to pin the problem down and define it, generate possible solutions, determine the best solution, and create a clear recommendation to solve your particular challenge.		No cost	36 Min	Anytime
Achieving Results	<u>Critical Thinking</u>	Critical thinking is the ability to think reflectively and independently in order to make thoughtful decisions. By focusing on root-cause issues critical thinking helps you avoid future problems that can result from your actions. In this course, leadership trainer and expert Mike Figliuolo outlines a series of techniques to help you develop your critical thinking skills. He reveals how to define the problem you're trying to solve and then provides a number of critical thinking tools such as blowing up the business, asking the 5 whys and the 7 so whats, exploring the 80/20 rule, and more.		No cost	1 Hr. 6 Min	Anytime
Achieving Results	<u>Customer Service: Problem Solving and Troubleshooting</u>	In this course, learn critical problem-solving and troubleshooting processes for common sense customer service in a wide variety of applications. Discover how to effectively deal with issues, while maintaining a positive relationship with your customers (and your own sanity).		No cost	32 Min	Anytime
Achieving Results	<u>Project Management: Solving Common Project Problems</u>	In the course, project management trainer Chris Croft shows how to solve the most common problems that arise when working on projects. By breaking these issues into 4 major categories—people problems, quality problems, cost problems, and time problems.		No cost	1 Hr. 5 Min	Anytime
Achieving Results	<u>Crafting Problem and Solution Statements</u>	This course covers strategies for identifying and developing a compelling problem and solution statement, including how to identify customer pain points and highlight the tangible remedies your offering provides.		No cost	37 Min	Anytime
Achieving Results	<u>Customer Retention</u>	In this course, customer strategy expert Noah Fleming shows how to develop a customer retention strategy that helps you keep your customers loyal. He shares the key ingredients for customer retention, including how to make customer follow-up meaningful, memorable, and personal.		No cost	56 Min	Anytime
Achieving Results	<u>Listening to Customers</u>	Listening is one of the most singularly powerful tools anyone involved with customer service has in their arsenal. Yet, it's often the biggest area where customer service professionals lack specific training and understanding. In this short course, join customer strategy expert Noah Fleming as he helps you bolster your critical listening skills, providing you with a framework designed to help you succeed.		No cost	16 Min	Anytime
Achieving Results	<u>Customer Advocacy</u>	Learn why customer advocacy is important, how to develop employees who are customer advocates, and how to use the voice of the customer (VOC) to inform strategies across functions including IT, HR, R&D, production, and legal.		No cost	1 Hr. 9 Min	Anytime
Achieving Results	<u>Customer Service Foundations</u>	In this course, writer and customer service consultant Jeff Toister teaches you the three crucial skill sets needed to deliver outstanding customer service and increase customer loyalty. Learn how to build winning relationships, provide the right assistance at the right times, and effectively handle angry customers.		No cost	1 Hr. 23 Min	Anytime
Achieving Results	<u>Quality Standards in Customer Service</u>	This course provides the practical know-how and real-life examples you need to establish quality standards and get the most out of your customer service initiatives		No cost	52 Min	Anytime

Competency	Course	Description	Learning Format	Cost	Estimated Duration	Availability
Achieving Results	<u>Creating a Positive Customer Experience</u>	In this course, explore the typical customer journey, and discover how to add value and provide exceptional customer service through each phase of this journey. Customer experience expert Jeannie Walters shows how to create a customer journey map to help you identify touchpoints and processes that need improvement.		No cost	46 Min	Anytime
Achieving Results	<u>Predictive Customer Analytics</u>	Use big data to tell your customer's story, with predictive analytics. In this course, you can learn about the customer life cycle and how predictive analytics can help improve every step of the customer journey.		No cost	1 Hr. 37 Min	Anytime
Achieving Results	<u>Managing a Customer Service Team</u>	Secrets to managing customer service teams are revealed in this course by customer service expert Jeff Toister. Learn what separates great service from poor service, and how to set service team goals.		No cost	60 Min	Anytime
Achieving Results	<u>Customer Service Mastery: Delight Every Customer</u>	In this course, Chris Croft focuses on these methods, sharing over two dozen practical ways to inspire yourself and your team to generate ideas for delighting your clientele. Regardless of your industry, these tips can help you and your colleagues go beyond the basics and create personalized, meaningful customer service experiences.		No cost	2 Hr. 12 Min	Anytime
Achieving Results	<u>Managing Customer Expectations for Managers</u>	Customer service managers may not be on the front lines, but they can create systems and processes that help ensure that the organization's service promises match what it actually delivers. Customer service expert Jeff Toister helps managers identify what a typical customer expects, where those expectations come from, and where your organization might be vulnerable.		No cost	26 Min	Anytime
Achieving Results	<u>Customer Service: Serving Internal Customers</u>	In this course, learn skills and techniques for providing outstanding internal customer service to colleagues within your organization. Jeff Toister shares how to build positive workplace relationships, communicate effectively, and serve coworkers who can be difficult to work with. He also provides techniques for managing—and exceeding—expectations for internal service, and solving problems quickly and effectively.		No cost	43 Min	Anytime
Achieving Results	<u>Managing a Customer Contact Center</u>	Customer contact centers face a number of new developments: more channels, higher levels of complexity, and greater strategic value. In this course, customer strategy and management expert Brad Cleveland shows you how to leverage these developments to set up your organization for maximum success.		No cost	2 Hr. 12 Min	Anytime
Achieving Results	<u>How to Get Great Customer Service</u>	In this course, Jeff Toister reveals the essential skills you need to get great customer service. Discover how to develop rapport, go the extra mile to increase the likelihood of having a memorable service experience, and be part of the solution.		No cost	29 Min	Anytime
Achieving Results	<u>Customer Service: Working in a Customer Contact Center</u>	The course reinforces the power of one (the impact of each person) and celebrates the opportunity to represent the organization to dozens or even hundreds of customers every week. Instructor Brad Cleveland also provides valuable tips for handling tough customers, building a customer-focused culture, and enjoying your job.		No cost	49 Min	Anytime
Achieving Results	<u>Customer Service Leadership</u>	Customer service leadership is an exciting responsibility—and it's never been more important. Fast-evolving customer expectations, emerging service channels, and the multifaceted nature of delivering service are just a few of the challenge's customer service teams face. Learn to lead with intention, and set a direction that is right for your customers, employees, and organization.		No cost	1 Hr. 12 Min	Anytime
Achieving Results	<u>Customer Service Strategy</u>	Join Brad Cleveland in this course and learn how to develop and execute an effective customer service strategy for your organization and team. Learn the seven steps of the strategic planning process, involving vision, customer access, talent, processes, technology, investments, and innovation.		No cost	52 Min	Anytime

Competency	Course	Description	Learning Format	Cost	Estimated Duration	Availability
Achieving Results	<u>Building Customer Loyalty</u>	In this course, bestselling author Noah Fleming reveals the four stages of the customer loyalty loop: an ongoing cycle of engaging, converting, serving, and rewarding the customers that engage with your business. He shows how to apply these lessons by developing a customer loyalty action plan and customer loyalty program tailored for the needs of your business.		No cost	28 Min	Anytime
Achieving Results	<u>Leading a Customer-Centric Culture</u>	What do great companies have in common? They have a customer-centric culture that makes employees obsessed with the customer experience. Discover how to get your team excited about customer service, with these practical tips from expert Jeff Toister.		No cost	36 Min	Anytime
Achieving Results	<u>Customer Service: Managing Customer Feedback</u>	This course provides a step-by-step approach to collecting, tracking, and using customer feedback, complete with examples that show what other companies are doing in this importance space. Brad Cleveland, an expert in customer experience and customer service, explains how to respond to positive and negative feedback, track trends over time, and put feedback into action.		No cost	54 Min	Anytime
Achieving Results	<u>Customer Service: Problem Solving and Troubleshooting</u>	In this course, learn critical problem-solving and troubleshooting processes for common sense customer service in a wide variety of applications. Discover how to effectively deal with issues, while maintaining a positive relationship with your customers (and your own sanity).		No cost	32 Min	Anytime
Achieving Results	<u>Retail Customer Service</u>	In this course, learn techniques to deal with upset customers, and show empathy with active listening. Instructor and customer service expert David Brownlee—the author of <i>Rock Star Customer Service</i> —also provides etiquette tips to ensure quality service at every point of interaction: from the moment customers walk in the door to keeping them happy while they're on hold.		No cost	48 Min	Anytime
Achieving Results	<u>Customer Service: Motivating Your Team</u>	This course shows you how to bring out the best in every member of your team, using proven motivation and employee engagement techniques. Customer strategy expert Brad Cleveland explains how to create a strong foundation built on a shared vision and values and empower each team member to deliver excellent service. He discusses how coaching can help you develop stronger relationships and how to leverage incentives that really work.		No cost	54 Min	Anytime
Achieving Results	<u>Customer Service: Preventing Turnover</u>	Customer service costs organizations billions of dollars each year, and employee turnover represents a sizable chunk of those dollars. In this course, learn how to prevent turnover in customer service by hiring the right people and taking steps to keep those employees motivated and happy at work.		No cost	34 Min	Anytime
Achieving Results	<u>Retail Customer Service Management and Coaching</u>	This course provides the management tips and techniques you need to guide young employees to success. Instructor David Brownlee, author of <i>Rock Star Service</i> , <i>Rock Star Profits</i> , reveals the secrets to communicating effectively, building rapport, conducting training, and creating the goals, policies, and procedures that will help point your team in the right direction.		No cost	36 Min	Anytime
Building Relationships	<u>Diversity, Inclusion, and Belonging</u>	Diversity is having a culture that values uniqueness. Explore the diversity, inclusion, and belonging (DIB) approach, and discover how to activate it in your organization. Join HR luminary Pat Wadors as she explains how to drive the conversation on DIBs, hire and retain diverse talent, listen to employees, and integrate DIBs into your employee life cycle.		No cost	47 Min.	Anytime
Building Relationships	<u>Developing a Diversity, Inclusion, and Belonging Program</u>	This course shows HR leaders how to develop a DIBs strategy that builds diverse, inclusive environments where everyone feels like they belong. Dr. Stefanie K. Johnson explains how to create a strategy for your organization and start integrating DIBs into core HR activities, such as recruitment, training, performance evaluations, and promotions.		No cost	29 Min.	Anytime

Competency	Course	Description	Learning Format	Cost	Estimated Duration	Availability
Building Relationships	<u>Women Transforming Tech: Voices from the Field</u>	The Women Transforming Tech series provides authentic, hard-won advice from leading women in tech, such as best-selling author and tech executive Rashim Mogha, venture capitalist Megan Holston-Alexander, and educator and developer Nitya Narasimhan. This roundtable focuses on topics affecting women in technology, including navigating the hiring process, belonging, being an authentic leader, making an impact, and building confidence.		No cost	25 Min.	Anytime
Building Relationships	<u>Inclusive Leadership</u>	Join global workforce management expert Dr. Shirley Davis as she shares how to create and lead an organization that leverages the diverse talents of all contributors. Dr. Davis reveals the benefits of inclusive leadership, including the positive impacts it can have on employee engagement, innovation, and creativity. Framework for developing inclusive leaders in an organization, and shares tips for avoiding common leadership pitfalls.		No cost	1 Hour	Anytime
Building Relationships	<u>Skills for Inclusive Conversations</u>	Developing the skills to conduct meaningful conversations on potentially polarizing topics such as race, religion, and gender is critical for human resources professionals, managers, and team leaders. Mary-Frances Winters offers a multistep process for building the skills necessary to engage in inclusive conversations.		No cost	53 Min.	Anytime
Building Relationships	<u>Cultivating Cultural Competence and Inclusion</u>	In this course, instructor Mary-Frances Winters explains why cultural competence is key to the success of any diversity-related initiative, as well as how to assess and grow your own cultural competence. She shares scenarios and techniques that can help you grasp how your worldview impacts your behavior, as well as how to more effectively engage and adapt across cultural differences.		No cost	47 Min.	Anytime
Building Relationships	<u>Diversity and Inclusion in a Global Enterprise</u>	In this course, join Stefanie Johnson as she discusses the benefits of diversity in general, and shares ways that organizations can enhance diversity and inclusion in different cultural contexts, how prioritizing diversity can be beneficial to your business, goes over how to create a local or global strategy, and shares a real-world example to help you grasp what a global diversity strategy looks like in practice.		No cost	53 Min.	Anytime
Building Relationships	<u>Managing Diversity</u>	Using real case studies and examples, HR consultant Catherine Mattice helps you create a strategic plan to support diversity and inclusion in your workplace and manage a diverse workforce.		No cost	36 Min.	Anytime
Building Relationships	<u>Confronting Bias: Thriving Across Our Differences</u>	Continue your Thrive journey and discover how to create inclusive environments where everyone can thrive. In this course, Arianna Huffington and Verna Myers discuss the impact of our cultural lens on our daily relations and how to counter bias in our words and actions.		No cost	40 Min.	Anytime
Building Relationships	<u>Managing a Diverse Team</u>	In this course, leadership coach Vanessa Womack equips you with knowledge and impactful strategies that can help you successfully manage, counsel, and lead a diverse team.		No cost	1 Hr. 20 Min.	Anytime
Building Relationships	<u>Diversity: The Best Resource for Achieving Business Goals</u>	This course explains how to improve your organizations diversity and inclusion by thoughtfully examining the challenges and opportunities they present.		No cost	33 Min.	Anytime
Building Relationships	<u>Managing Multiple Generations</u>	Explore perceived inter-generational differences and find out how to tap into the collaborative value of age diversity across an entire team.		No cost	42 Min.	Anytime
Building Relationships	<u>Telling a Story to Build a Community</u>	In this course, Michael Kass, founder of Story Impact, explains how to identify and craft your story in order to create change in the world. Learn about the different types of stories that can be told and the key ingredients of a successful story.		No cost	53 Min.	Anytime

Competency	Course	Description	Learning Format	Cost	Estimated Duration	Availability
Building Relationships	<u>Building Business Relationships</u>	In this course, join Simon T. Bailey as he helps you master the art of building business relationships, by focusing on four key areas: inspiring, influencing, impacting, and integrating. Discover how you can build meaningful rapport, set yourself up for visibility and success, manage up, build relationships with executives, and cross-train within a team to better serve your organization.		No cost	57 Min.	Anytime
Building Relationships	<u>Connecting with Executives</u>	In this course, John Ullmen, PhD, from the UCLA Anderson School of Management, explores common concerns employees have about engaging executives and shares winning strategies to connect with executives one-on-one—and make sure the relationship endures after the meeting is over.		No cost	43 Min.	Anytime
Building Relationships	<u>Building Professional Relationships</u>	In this course, Skyler Logsdon reveals the strategies that have helped him land the opportunities, experiences, and friendships he's thankful for today. Discover the difference between relationship building and networking, and the four qualities you need to build strong connections: effort, courage, perseverance, and authenticity.		No cost	17 Min.	Anytime
Building Relationships	<u>Leading through Relationships</u>	In this course, Simon T. Bailey details how to lead through relationships, sharing strategies that can help you connect with your employees, manage team conflict, and establish buy-in with other leaders. Learn how to create a culture of insiders, lead others through change and conflict, encourage meaningful communication and collaboration, and more.		No cost	48 Min.	Anytime
Building Relationships	<u>Collaboration Principles and Process</u>	In this course, Prakash Raman dismisses the premise that collaboration is fixed, explaining that there is a wide spectrum of what teamwork and partnerships can look like, so you can begin to learn and experience the benefits of collaboration.		No cost	58 Min.	Anytime
Building Relationships	<u>Business Collaboration in the Modern Workplace</u>	In this course, Phil Gold shows how technology and a proactive, collaborative culture can actually result in better business communication than ever before. Learn how to make the most of a suite of communication tools, from video conferencing to cloud productivity software; explore best practices to collaborate in the digital workplace; and get tips to incorporate new technology into your existing organization.		No cost	1 Hr. 33 Min.	Anytime
Building Relationships	<u>Being an Effective Team Member</u>	In this course, Kelley School of Business professor Dr. Daisy Lovelace highlights the key characteristics of exemplary team members. As she dives into each trait, Daisy shares how—by making subtle changes—you can adopt these behaviors to become a more valuable collaborator.		No cost	31 Min.	Anytime
Building Relationships	<u>Working on a Cross-Functional Team</u>	In the course, Doug Rose talks about the importance of understanding cross-functional teams and how they allow employees to work better together. Plus, see how to overcome common challenges and maximize your team's performance.		No cost	1 Hr. 4 Min.	Anytime
Building Relationships	<u>Collaborative Design: Managing a Team</u>	In this course, veteran web entrepreneur Lauren Bacon provides a proven framework for bringing people together collaboratively to create extraordinary outcomes.		No cost	41 Min.	Anytime
Building Relationships	<u>Teamwork Foundations</u>	Learn the qualities of effective teams and the role you, Chris Croft emphasizes the importance of delivering on expectations, listening to other team members, communicating clearly, playing more than one role, and being supportive.		No cost	1 Hr. 25 Min.	Anytime
Building Relationships	<u>Communication within Teams</u>	In this course, Kelley School of Business professor Dr. Daisy Lovelace walks managers through how to cultivate the communication practices of high-performing teams. She highlights the foundations of successful teams and explains how to craft a team charter to establish ground rules for how you work together as a cohesive group.		No cost	1 Hr. 8 Min.	Anytime
Building Relationships	<u>Time Management Tips: Teamwork</u>	In this installment of the Time Management Tips series, productive leadership author and speaker Dave Crenshaw shares bite-sized tips for enhancing team collaboration by managing time more effectively. Discover how to make meetings more meaningful, reduce interruptions, and even help your teammates boost their own productivity.		No cost	43 Min.	Anytime

Competency	Course	Description	Learning Format	Cost	Estimated Duration	Availability
Building Relationships	<u>Leading and Working in Teams</u>	In this course outlines what leaders can do to create the right environment for teaming and explains the responsibilities of individual team members to speak up, collaborate, experiment, and reflect.		No cost	25 Min.	Anytime
Building Relationships	<u>Building Your Team</u>	In this course, organizational alchemist Izzy Gesell explains how to build an efficient, high-performing team from the ground up. Izzy helps you understand your leadership style, and walks through the different stages of team development. He goes into different types of teams—natural or self-directed, cross-functional, and virtual.		No cost	56 Min.	Anytime
Building Relationships	<u>Dream Teams: Working Together Without Falling Apart (Blinkist Summary)</u>	This audiobook summary contains bite-sized tips and strategies drawn from Dream Teams, all of which can help you enhance your group and build better, more productive teams. Learn about the positive role that tension can play in a group, the power of intellectual humility, how to increase empathy among group members, and more.		No cost	24 Min.	Anytime
Building Relationships	<u>Creating a Culture of Collaboration</u>	Author, CEO and instructor Lisa Bodell outlines the benefits of collaboration, and shares techniques for leaders or individual contributors to start building a team-centric culture, defines common barriers to collaboration, and describes methods to overcome those obstacles, and her practical approaches for breaking the ice in any room, and where to find fantastic and unexpected collaborators.		No cost	26 Min.	Anytime
Building Relationships	<u>Interpersonal Communication</u>	In this course, learn strategies that can help you hone and master your interpersonal communication skills. Join personal branding and career expert Dorie Clark as she shares techniques for getting your message across effectively in the workplace, and explains how to tackle potential communication challenges with your colleagues and supervisor.		No cost	37 Min.	Anytime
Building Relationships	<u>Communication within Teams</u>	In this course, Kelley School of Business professor Dr. Daisy Lovelace walks managers through how to cultivate the communication practices of high-performing teams, highlights the foundations of successful teams, and explains how to craft a team charter to establish ground rules for how you work together as a cohesive group.		No cost	1 Hr. 8 Min.	Anytime
Building Relationships	<u>Communication Foundations</u>	This course helps you communicate better in a variety of professional situations, including meetings, email messages, pitches, and presentations. Instructors Tatiana Kolovou and Brenda Bailey-Hughes introduce the four building blocks of communication—people, message, context, and listening—and show how they apply in different circumstances.		No cost	1 Hr. 24 Min.	Anytime
Building Relationships	<u>The Key to Good Communication: Your Audience</u>	This course is designed to prepare you for all of these situations and more, offering tips, strategies, and broad observations from professional communicators in many different roles—from an award-winning actor, to an FBI hostage negotiator, to an astronaut on the International Space Station.		No cost	21 Min.	Anytime
Building Relationships	<u>Communicating with Empathy</u>	In this course, communication expert Sharon Steed explains the principles of empathetic communication and shares specific strategies to help improve your approach to difficult conversations. Get ready to learn how to converse empathetically to improve your one-on-one conversations and team interactions.		No cost	1 Hr. 14 Min.	Anytime
Building Relationships	<u>Communicating about Culturally Sensitive Issues</u>	In this course, business communication professor Daisy Lovelace shares principles and strategies that can help you have more productive, meaningful conversations on topics related to diversity.		No cost	55 Min.	Anytime
Building Relationships	<u>Being an Effective Technical Communicator</u>	This course focuses on one of the most important: communication. Learn how to work with a diverse team, with different knowledge, backgrounds, and perspectives, and figure out which aspects of communication you can automate—and which need a more personal touch.		No cost	1 Hr.	Anytime

Competency	Course	Description	Learning Format	Cost	Estimated Duration	Availability
Building Relationships	<u>Improving Your Listening Skills</u>	In this course, join career expert Dorie Clark as she helps uncover why it's hard to listen well, and how to develop the mindset of a good listener, provides multiple listening strategies to help you manage when you're the one not being listened to, how to keep yourself from interrupting, and how to listen to what's not being said.		No cost	29 Min.	Anytime
Building Relationships	<u>Communication Tips Weekly</u>	In order to lead or manage others, you need to master your communication skills. In this series of tips, communication experts Tatiana Kolovou and Brenda Bailey-Hughes help you hone your communication skills in order to deal with difficult people, influence others, confidently speak in public at a moment's notice, and much more.		No cost	3 Hr. 42 Min.	Anytime
Building Relationships	<u>Communicating with Diplomacy and Tact</u>	In this course, communications professor Tatiana Kolovou helps you realize the benefits of communicating with tact and diplomacy in workplace situations. She walks you through four scenarios that you might encounter on an average day, and coaches you through appropriate responses to challenging situations at work.		No cost	1 Hr. 5 Min.	Anytime
Building Relationships	<u>Communicating in Times of Change</u>	Leadership communication is never more important than during times of change. This course helps supervisors and mid-level managers come up with a communication strategy that helps make a change initiative successful regardless of whether they are the ones instigating the change.		No cost	51 Min.	Anytime
Building Relationships	<u>High-Stakes Communication</u>	In this course, Jenna Lange shares techniques that can help you manage your message, your mindset, and your stakeholders when the stakes are high. Learn how to build concise, effective messages, manage your body language, avoid common pitfalls, and more. Along the way, Jenna shares case studies and surprising personal experiences that lend a real-world context to each concept.		No cost	1 Hr. 4 Min.	Anytime
Building Relationships	<u>Communicating Values</u>	In this course, instructor Mory Fontanez describes how to identify and communicate individual, team, and organizational values. Using real-world examples and scenarios, Mory explains how to identify personal and professional values for yourself and your team and establish company-wide values, which you can use to connect with your customers.		No cost	35 Min.	Anytime
Building Relationships	<u>Preparing for Successful Communication</u>	In this course, Sam Horn—CEO of the Intrigue Agency—shares innovative strategies for communicating with confidence, whether you're presenting at a conference, speaking up at a meeting, seeking funding, or making a request of a boss, board, client, or colleague.		No cost	1 Hr. 3 Min.	Anytime
Building Relationships	<u>Communicating to Drive People to Take Action</u>	Discover how to connect with your audiences and speak to the conversation going on in their heads, and to frame your big asks so that people are eager to say yes. Professional speaker and coach Alexia Vernon teaches a simple and effective process to make heart-centered, high-impact persuasive communication your new norm.		No cost	35 Min.	Anytime
Building Relationships	<u>Communicating with Confidence</u>	Most people are afraid of speaking in public, but effective oral communication is a key skill in business. Jeff Ansell provides simple communication tools, strategies, and tips that are easy to use and produce immediate results.		No cost	1 Hr. 16 Min.	Anytime
Building Relationships	<u>Organization Communication</u>	Organizations are complex; so are the communications within them. In this course, communication instructor and coach Brenda Bailey-Hughes helps you evaluate your organization's communication strategy, focusing on seven key questions to ask yourself before every major project and change initiative.		No cost	1 Hr. 15 Min.	Anytime
Building Relationships	<u>Crisis Communication</u>	In this course, business communication expert Laura Bergells walks you through the process of preparing your organization to communicate with employees, customers, suppliers, media, and the public at large. She'll cover identifying audiences, assembling a crisis response team, crafting an initial statement, and evaluating your response once the crisis has passed.		No cost	1 Hr. 2 Min.	Anytime

Competency	Course	Description	Learning Format	Cost	Estimated Duration	Availability
Building Relationships	<u>Communicating Across Cultures</u>	In this course, Kelley School of Business professor and executive coach Tatiana Kolovou demonstrates simple techniques to build your cross-cultural communication skills: as a manager, peer, or coworker. Learn how to adapt your communication style, overcome hidden bias, and build rapport with colleagues around the world.		No cost	32 Min.	Anytime
Building Relationships	<u>Communicating with Charisma</u>	Join behavior expert Vanessa Van Edwards as she teaches actionable ways to be more charismatic. Discover where you fall on the charisma scale and explore ways to make people more comfortable. Learn about the characteristics of highly charismatic people, and how you can become more charismatic without becoming inauthentic.		No cost	22 Min.	Anytime
Creating the Future	<u>Change Management Foundations</u>	In this course, consultant and change management expert Bob McGannon discusses the principles and techniques necessary to drive change at the project level, in a certain business area, or throughout an entire organization.		No cost	1 Hr. 40 Min.	Anytime
Creating the Future	<u>Managing Organizational Change for Managers</u>	This course is for managers and leaders that need to move a team of people through organizational change. Learn the official definition of change management and get clear about your role in the process. Discover strategies to remove the discomfort of change, communicate change to different groups, reinforce skills, leverage performance management, and sustain planned change.		No cost	1 Hr. 22 Min.	Anytime
Creating the Future	<u>Enterprise Agile: Changing Your Culture</u>	Enterprise agile requires a different organizational mindset along with new roles and practices. There are many different enterprise agile frameworks that will help you with this transformation, but switching to these frameworks isn't your biggest challenge. Enterprise agile is a radical change from how most organizations think about their work.		No cost	1 Hr. 25 Min.	Anytime
Creating the Future	<u>Communicating in Times of Change</u>	This course helps supervisors and mid-level managers come up with a communication strategy that helps make a change initiative successful regardless of whether they are the ones instigating the change. Join communication experts Tatiana Kolovou and Brenda Bailey-Hughes as they address the who, why, when, how, and what of change.		No cost	51 Min.	Anytime
Creating the Future	<u>Leading Your Team Through Change</u>	In this course, join Mike Derezin—the vice president of learning solutions at LinkedIn—as he highlights frameworks and strategies for guiding teams through actionable change.		No cost	21 Min.	Anytime
Creating the Future	<u>Leading Change</u>	In this course, leaders can learn the larger context for change and their role in making it happen. Coach Gary Bolles helps you develop a change mindset, acquire the right skills, and help individuals and teams across your organization embrace and enact change.		No cost	1 Hr. 12 Min.	Anytime
Creating the Future	<u>Creating a Culture of Change</u>	In this course you can discover the skills, tools, and systems needed to succeed in an ever-changing landscape.		No cost	56 Min.	Anytime
Creating the Future	<u>Embracing Unexpected Change</u>	In this short course, Dr. Todd Dewett explains how you can harness the power of change for your benefit and the benefit of those around you. Learn how to put change in the proper context, create the right perspective, and ultimately become more resilient.		No cost	14 Min.	Anytime
Creating the Future	<u>Strategic Agility</u>	In this course, eParachute co-founder Gary Bolles outlines what it means to become an adaptive organization, including decisions made about who to hire, what the company values as important, how to align processes, how to think about risk, and what behavior senior leaders need to model for the rest of the organization.		No cost	1 Hr.	Anytime
Creating the Future	<u>Cultivating Mental Agility</u>	In this course, Dorie Clark explains how to cultivate the mental agility required for a great career: from building resilience and learning from the past, to creating an organizational culture that thrives in the face of change.		No cost	37 Min.	Anytime

Competency	Course	Description	Learning Format	Cost	Estimated Duration	Availability
Creating the Future	<u>Learning Agility</u>	In this course, Gary Bolles explains how to develop and follow a learning plan that is customized to how you learn and your learning goals. Gary discusses the importance of learning agility, considering how it contributes to your success. He takes you through the process of making a learning wish list, putting priorities in order, staying on track with your learning commitments, and more.		No cost	37 Min.	Anytime
Creating the Future	<u>Enhancing Resilience</u>	Learn how to get an edge at work and build your ability to thrive in the midst of obstacles, changes, and setbacks, by investing in the six pillars of resilience. Executive coach and author Gemma Leigh Roberts shows how to create a proactive plan to build your resilience, maintain it in the face of challenges, and track your progress over time.		No cost	53 Min.	Anytime
Creating the Future	<u>Building Resilience as a Leader</u>	In this course, psychologist and executive coach Gemma Leigh Roberts helps you develop a resilient mindset, a resilient team, and a resilient organization, which can weather risk and change. The tips Gemma offers are approachable and actionable—designed for busy leaders who need an extra edge to survive and thrive in challenging times.		No cost	42 Min.	Anytime
Creating the Future	<u>Subtle Shifts in Thinking for Tremendous Resilience</u>	In this course, adapted from the popular podcast How to Be Awesome at Your Job, host Pete Mockaitis interviews renowned author and speaker Charlie Harary. Charlie provides advice to adjust your recurring thought patterns to find your greatness, enhance emotional wellbeing, and enjoy work more every day.		No cost	24 Min.	Anytime
Creating the Future	<u>Building Resilience</u>	In this course, Kelley School of Business professor and professional communications coach Tatiana Kolovou explains how to bounce back from difficult situations, by building your "resiliency threshold." She outlines five training techniques to prepare for difficult situations, and five strategies for reflecting on them afterward. Find out where you are on the resilience scale, identify where you want to be, and learn strategies to close the gap.		No cost	34 Min.	Anytime
Creating the Future	<u>Mission and Vision Statements Explained</u>	The tools and techniques shown in this course can empower you to create vision and mission statements that inspire excitement. Follow along and learn strategies for articulating the lofty aims of the vision statement, the concrete components of the mission statement, and the philanthropic pledges of the social mission.		No cost	36 Min.	Anytime
Creating the Future	<u>Strategic Planning Foundations</u>	In this course, Mike shows you how to establish and articulate your organization's core competencies, vision, mission, and strategic filters. Using these criteria, he shows how to prioritize competing initiatives, how to allocate resources to best support those initiatives, and how all of these factors combine to create a compelling strategic plan.		No cost	1 Hr. 22 Min.	Anytime
Creating the Future	<u>Leading with Vision</u>	In this course, CEO Bonnie Hagemann shows corporate and community leaders how to lead with vision, breaking visionary leadership down into steps that anyone can follow. Discover why it's needed, why it's lacking, and how you can fill the gap. Then find out how to build your personal vision and gain the skills and tools to build a vision for your organization, division, department, team, community cause, or nonprofit.		No cost	1 Hr. 17 Min.	Anytime
Creating the Future	<u>Strategic Thinking</u>	This course teaches managers and leaders how to use strategic thinking to guide the direction of their teams and come up with solutions to key business problems. Career and personal branding expert Dorie Clark shows you how to carve out time to think about strategy, gather data, learn from the past, create a vision for the future, and implement strategic thinking within your team.		No cost	38 Min.	Anytime
Creating the Future	<u>Collaborative Design: Vision and Strategy</u>	In this course, Lauren teaches you how to listen, ask better questions, and collaborate more effectively with clients and other stakeholders, in order to develop a project vision and strategy that results in better, more effective designs.		No cost	48 Min.	Anytime
Creating the Future	<u>Successful Goal Setting</u>	Learn how to refine your objectives by identifying barriers and determining the steps you need to take to work towards your goal. To wrap up, Aimee shares strategies that can help you stay on track.		No cost	24 Min.	Anytime

Competency	Course	Description	Learning Format	Cost	Estimated Duration	Availability
Creating the Future	<u>Defining and Achieving Professional Goals</u>	In this course, career and personal branding expert Dorie Clark helps you identify what's most important to you, and provides specific strategies for achieving your goals, such as getting an accountability partner, making your intentions public, and more. She also helps you maintain your goals by sharing tips and techniques for turning your goals into habits.		No cost	33 Min.	Anytime
Creating the Future	<u>Grit: How Teams Persevere to Accomplish Great Goals</u>	In this visually stunning and inspiring business narrative, filmed on location in the Rocky Mountains, leadership expert Jan Rutherford and a team of nine professionals dig deep to persevere and deliver on a collective goals.		No cost	26 Min.	Anytime
Creating the Future	<u>Be More Productive: Take Small Steps, Have Big Goals</u>	Learn how to develop a productivity regimen using time-tested strategies for making incremental but powerful changes: goal setting, habit formation, and honest self-assessment.		No cost	27 Min.	Anytime
Creating the Future	<u>Setting Team and Employee Goals</u>	Mike Figliuolo, managing director of thoughtLEADERS, helps you set employee goals that are SMART: specific, measurable, achievable, relevant, and time-bound. Using the SMART framework, he shows you how to develop goals that are achievable and appropriate to your employees' roles.		No cost	1 Hr. 9 Min.	Anytime
Creating the Future	<u>Performance Management: Setting Goals and Managing Performance</u>	In this short course, the first installment in the Performance Management series, Dr. Todd Dewett digs into the manager's role in managing performance, helping you master both goal setting and performance management. Learn how to create an environment that's data driven and ensures support and accountability, as well as help your direct reports define and align smart goals.		No cost	19 Min.	Anytime
Creating the Future	<u>Improving Your Focus</u>	In this course, productivity expert and best-selling author Dave Crenshaw helps you develop the survival skills to both avoid daily distractions and stay focused on what's most valuable.		No cost	56 Min.	Anytime
Creating the Future	<u>Deep Work: Rules for Focused Success in a Distracted World (Blinkist Summary)</u>	In Cal Newport's 2016 book, Deep Work, he shares strategies for regaining your ability to focus on a task without distraction. This audiobook summary distills some of the most poignant lessons from Deep Work into quick, easily digestible tips. Tune in to learn how to enhance your productivity—and get more out of your spare time—through focused, deep work.		No cost	9 Min.	Anytime
Creating the Future	<u>Becoming Indistractable</u>	In this course, Arianna Huffington and Nir Eyal, the author of Hooked: How to Build Habit-Forming Products, explains how to become indistractable—one of the most important skills of the 21st century.		No cost	33 Min.	Anytime
Creating the Future	<u>Holding Yourself Accountable</u>	In this course, personal branding expert Dorie Clark helps you adopt the accountability mindset. Dorie outlines specific, practical steps you can take to implement accountability.		No cost	36 Min.	Anytime
Creating the Future	<u>Stepping Up: How Taking Responsibility Changes Everything (getAbstract Summary)</u>	Find out how to improve your life and make a difference in the world in this audio-only review of John Izzo's important book. Drawing from his background in leadership, personal development, and corporate culture, Izzo articulates solid theory, practical strategies, and examples of how otherwise ordinary people have stepped up to fill a need, right a wrong, or make things better for themselves and others.		No cost	8 Min.	Anytime
Creating the Future	<u>Building Accountability into Your Culture</u>	In this course, leadership consultant and executive coach Mike Figliuolo reveals how to create a culture of accountability by developing accountability at the individual level, team level, and brand level. Along the way, he shows how to set employee expectations, create incentives, and align the practice of accountability with the values of your organization.		No cost	29 Min.	Anytime
Creating the Future	<u>Holding Your Team Accountable</u>	Explore ways to create a workplace culture of accountability that encourages trust, motivates high standards, and establishes credibility for leaders. Instructor Daisy Lovelace discusses the value of accountability in high-performing teams, and she outlines the consequences that can result when team members don't feel a sense of accountability.		No cost	51 Min.	Anytime

Competency	Course	Description	Learning Format	Cost	Estimated Duration	Availability
Creating the Future	<u>Ken Blanchard on Servant Leadership</u>	In this concise course, Ken Blanchard—a pioneer in the leadership space—shares his insights on servant leadership. Ken discusses practical ways for leaders to implement this approach in their organization, covering habits of servant leaders, how to create a servant leader culture, and how to manage effectively.		No cost	27 Min.	Anytime
Creating the Future	<u>Leadership Foundations: Leadership Styles and Models</u>	In this course, Professor Alexander Lyon covers styles of authority, from autocratic to laissez-faire; approaches to action and communication; and models of responsibility, including servant leadership. He also explains why you should prioritize the qualities that can have the biggest impact on your success as a leader: authenticity, purpose, and empathy.		No cost	45 Min.	Anytime
Creating the Future	<u>Executive Leadership</u>	In this course, author John Ullmen, PhD, gives you the keys to the C suite: a look at executive leadership qualities that set the best apart from the rest. Discover the importance of knowing how to set a foundation and direction, create a compelling vision of the future for your company, motivate your staff to achieve, and much more. The course also looks at the importance of maintaining a mentality of service as you move up the org chart.		No cost	1 Hr. 19 Min.	Anytime
Creating the Future	<u>Learn the Process of Effective Leadership</u>	This course offers proven frameworks for thinking about leadership and strategies for training yourself to lead more effectively—throughout your career. Leaders and executives such as Robert S. Kaplan and Stephen Miles explain how to identify your leadership style, identify areas for growth, communicate a vision, prioritize, effectively manage stress, and learn from failure.		No cost	39 Min.	Anytime
Creating the Future	<u>Lessons in Enlightened Leadership</u>	In this course, Carolyn Everson, the vice president of global marketing solutions at Facebook, delves into how (and why) adopting the core tenants of enlightened leadership can boost both your effectiveness and overall happiness. Carolyn shares lessons on how to lead with greater transparency, build successful, diverse teams, find the right mentors, and lead as a woman in tech.		No cost	56 Min.	Anytime

Franklin Covey Courses

Competency	Course	Description	Learning Format	Cost**	Estimated Duration	Availability
All ABCs	<u>6 Critical Practices for Leading a Team*</u>	When leaders unleash their team's potential through effective feedback and coaching, they help the organization achieve its most critical priorities. Discover how to empower your team members by holding a coaching mindset, giving effective feedback, and applying key coaching skills in a compelling framework.		\$161	Varies by learning format	Quarterly (Check LMS for dates)
All ABCs	<u>The 4 Essential Roles of Leadership*</u>	When leaders live the 4 Essential Roles of Leadership, they engage their team to consistently help the organization achieve its most critical priorities. Learn about the key leadership roles that help you inspire trust, create a compelling vision and strategy, align core systems to execute your most important goals, and help team members reach their potential through effective feedback and coaching.		\$161	Varies by learning format	Quarterly (Check LMS for dates)
All ABCs	<u>Leading at the Speed of Trust*</u>	This course enables leaders to develop personal credibility by learning & practicing language & behaviors that increase trust. Learn how to model these skills and engage & inspire your team members to collaborate more effectively, operate faster, and achieve sustainable results.		\$157	Varies by learning format	Quarterly (Check LMS for dates)
All ABCs	Speed of Trust Foundations (Become a High-Trust Individual)	When people trust each other, they communicate better, create solutions faster, and strengthen relationships. Productivity speeds up and costs drop. This course gives you the foundation for trusting yourself and extending trust to others so you can lead a team that you and others can have confidence in.		\$161	Varies by learning format	Quarterly (Check LMS for dates)
All ABCs	<u>7 Habits of Highly Effective People*</u>	This course aligns timeless principles of effectiveness with modern technology and practices. The path to sustained and lasting success is possible when individuals can effectively lead themselves, influence, engage and collaborate with others, and continually improve and renew their capabilities. Productivity, relationship building, communication & problem solving are skills covered in this course.		\$158	Varies by learning format	Quarterly (Check LMS for dates)

FranklinCovey All Access Pass®: Once you complete one of the listed courses above, you will have access to Franklin Covey's online content library. Contact HRtrainingcontacts@ucr.edu for details.

*Contributes to the [UC People Management Certificate](#) Electives

**\$50 Course cancellation rates will apply.

UCR Tailored Programs

Competency	Course	Description	Learning Format	Cost	Estimated Duration	Availability
All ABCs	<u>Delegation Skills</u> *	What's one of the most challenging areas for most managers? The ability to delegate effectively. Get the basics of this essential skill. Exercises and assessments help you evaluate your current skills, easily identify the problems, and quickly find solutions. You'll discover how to develop your employees' potential while getting the job done.		No cost	3.5 Hrs.	Quarterly (Check LMS for dates)
All ABCs	<u>Crucial Conversations</u> *	Crucial Conversations teaches skills for creating alignment and agreement by fostering open dialogue around high-stakes, emotional, or risky topics—at all levels of your organization. By learning how to speak and be heard (and encouraging others to do the same), you'll surface the best ideas, make the highest-quality decisions, and then act on your decisions with unity and commitment. A crucial conversation is a discussion between two or more people where the stakes are high, opinions vary, and emotions run strong. These conversations—when handled poorly or ignored—lead to strained relationships and dismal results.		\$252**	2 Days	Tentative 2021
All ABCs	<u>Successfully Supervising Students</u>	Do you supervise student employees? Are you considering hiring student employees in your department? Then this class is for you! The workplace offers student employees a unique opportunity, and also creates some unique supervisory challenges. This workshop will provide strategies relating to scheduling, giving effective feedback, and making your department student-friendly. Participants will gain an understanding of what motivates student employees to work and perform their best.		No cost	4 Hrs.	Coming 2021

*Contributes to the [UC People Management Certificate](#) Electives

**\$50 Course cancellation rates will apply.

UC Programs

UCR offers a wide variety of developmental programs. Our programs are designed to help employees enhance their contributions to the University's mission.

Competency	Course	Description	Learning Format	Cost	Estimated Duration	Availability
All ABCs	<u>Building Core Supervisory Competencies (BCSC)</u>	The Building Core Supervisory Competencies program emphasizes participation and practice of supervisory skills through the use of self-assessment inventories, case studies, lecturettes and small group exercises. This comprehensive program begins with a participant orientation. Participants then complete 9 core courses and a variety of electives. An optional assignment will be offered for those who want to gain the most benefit from the program. On-the-job follow-up activities which involve both the supervisor and the participant will be provided to assist in reinforcing new skills.		\$604	9 months (1 course per month)	Begins in September (apply in July)
All ABCs	<u>Management Skill Assessment Program (MSAP)</u>	MSAP is designed to assess, on an individual basis, the management skills of UC supervisors and managers. The program enables participants to identify managerial strengths, gain information on skills they need to improve, learn about the range of skills necessary for effective management, practice these skills in a supportive environment, and work with a manager trained to identify professional development activities.		2020: \$1,525 2021: \$1,900	4 days + program pre-work	Offered in April and October
All ABCs	<u>UC Systemwide Women's Initiative for Professional Development</u>	UC Women's Initiative (WI) is an experiential professional development program for women designed to elevate women in leadership, establish a pipeline for advancement, and contribute women's and UC's success. UC WI is sponsored by the Systemwide Advisory Committee on the Status of Women (SACSW) and the UC Office of the President, and is delivered by CORO. The program was awarded the 2018 Brandon Hall Group Gold Excellence Award for Best Advance in Women's Leadership development.		\$1,925	4.5 days +pre-work and assignments	Winter or Spring
All ABCs	<u>CORO Leadership Collaborative</u>	The Office of the President (OP) has partnered with CORO Northern California, a nationally respected nonprofit, nonpartisan leadership development organization, to offer an experiential leadership training program designed to enhance leadership skills and foster relationships, networking, and collaboration across UC.		\$5,000	100 hours over 1 year	Nominations: Fall Program: Jan.-Nov.
All ABCs	<u>UC Management Development Program</u>	The Management Development Program (MDP) is an investment in you as a manager. As a UC manager, you drive results that directly influence the success of the University of California and the communities we serve. MDP is here to support your efforts. You'll connect with peers from across your individual location, share challenges and work together to find effective solutions. MDP is a dynamic system-wide training program that's designed to enhance and strengthen UC manager capabilities in four core competencies – People Management, Employee Engagement, Influence, and Change Leadership. The program is intended for managers who manage other supervisors or leads and/or manage complex programs or projects. UC Office of the President and a consortium of training and performance improvement professionals throughout UC worked with industry leaders in talent management and leadership development to create four modules of content. The curriculum includes topics and discussions relevant to the demands facing UC managers.		\$613	4 days	TBD

UC People Management Certificate

The [UC Systemwide People Management Series and Certificate](#) is a program for all people managers and aspiring managers. It consists of core and elective courses, which include local in-person activities and systemwide eCourses. It covers the following topics: Performance Management, Managing Implicit Bias, Managing People, Administration & Operations, Change Management, and Communications. Go to the [Library Topic in the UC Learning Center](#).

Competency	Course	Description	Learning Format	Cost	Estimated Duration	Availability
Core Courses – Complete all 10						
All ABCs	UC Performance Management Overview	Performance Management Overview is the first course in the eight-part UC Performance Management Series. The series provides the fundamentals of performance management, including important information, tools and resources needed to support UC people managers in their roles. Learners are encouraged to download the Participant Playbook found within the course and use it, and the other resources in the course, to help capture key concepts, complete exercises, and use as a reference back on the job. It is recommended you take the series in order.		No cost	25 Min.	Anytime
All ABCs	UC Setting Expectations & Individual Performance Goals	Setting Expectations and Individual Performance Goals is the second course in the eight-part UC Performance Management Series. The series provides the fundamentals of performance management, including important information, tools and resources needed to support UC people managers in their roles. Learners are encouraged to download the Participant Playbook found within the course and use it, and the other resources in the course, to help capture key concepts, complete exercises, and use as a reference back on the job. It is recommended you take the series in order.		No cost	50 Min.	Anytime
All ABCs	UC Giving and Receiving Feedback	Giving and Receiving Feedback is the third course in the eight-part UC Performance Management Series. The series provides the fundamentals of performance management, including important information, tools and resources needed to support UC people managers in their roles. Learners are encouraged to download the Participant Playbook found within the course and use it, and the other resources in the course, to help capture key concepts, complete exercises, and use as a reference back on the job. It is recommended you take the series in order.		No cost	40 Min.	Anytime
All ABCs	UC Engaging and Developing Employees	Engaging and Developing Employees is the fourth course in the eight-part UC Performance Management Series. The series provides the fundamentals of performance management, including important information, tools and resources needed to support UC people managers in their roles. Learners are encouraged to download the Participant Playbook found within the course and use it, and the other resources in the course, to help capture key concepts, complete exercises, and use as a reference back on the job. It is recommended you take the series in order.		No cost	35 Min.	Anytime
All ABCs	UC Conducting Performance Appraisals	Conducting Performance Appraisals is the fifth course in the eight-part UC Performance Management Series. The series provides the fundamentals of performance management, including important information, tools and resources needed to support UC people managers in their roles. Learners are encouraged to download the Participant Playbook found within the course and use it, and the other resources in the course, to help capture key concepts, complete exercises, and use as a reference back on the job. It is recommended you take the series in order.		No cost	35 Min.	Anytime
All ABCs	UC Motivating, Recognizing and Rewarding Employees	Motivating, Recognizing and Rewarding Employees is the sixth course in the eight-part UC Performance Management Series. The series provides the fundamentals of performance management, including important information, tools and resources needed to support UC people managers in their roles. Learners are encouraged to download the Participant Playbook found within the course and use it, and the other resources in the course, to help capture key concepts, complete exercises, and use as a reference back on the job. It is recommended you take the series in order.		No cost	35 Min.	Anytime

Competency	Course	Description	Learning Format	Cost	Estimated Duration	Availability
All ABCs	<u>UC Coaching for Performance and Development Module</u>	Coaching for Performance and Development is the seventh course in the eight-part UC Performance Management Series. The series provides the fundamentals of performance management, including important information, tools and resources needed to support UC people managers in their roles. Learners are encouraged to download the Participant Playbook found within the course and use it, and the other resources in the course, to help capture key concepts, complete exercises, and use as a reference back on the job. It is recommended you take the series in order.		No cost	35 Min.	Anytime
All ABCs	<u>UC Managing Corrective Action</u>	This is the eighth course in the eight-part UC Performance Management Series. The series provides the fundamentals of performance management, including important information, tools and resources needed to support UC people managers in their roles. Learners are encouraged to download the Participant Playbook found within the course and use it, and the other resources in the course, to help capture key concepts, complete exercises, and use as a reference back on the job. It is recommended you take the series in order.		No cost	35 Min.	Anytime
All ABCs	<u>UC Hiring for Success</u>	The Hiring for Success training is part of the UC Systemwide People Management Series and is geared for hiring managers and supervisors that recruit for staff openings.		No cost	30 Min.	Anytime
All ABCs	<u>UC Strategic Onboarding</u>	This course equips hiring managers with an understanding of the importance of strategic on-boarding, explaining the link between talent acquisition and talent integration of a new hire. Participants will recognize the pitfalls of turnover and loss of employee engagement and will learn to take a proactive view of performance management with new hires.		No cost	15 Min.	Anytime
Implicit Bias Series – Complete all 6						
All ABCs	<u>UC Managing Implicit Bias Series 01: What is Implicit Bias?</u>	In this course we'll define implicit bias and exploring how it derives from the natural way human brains function.		No cost	28 Min.	Anytime
All ABCs	<u>UC Managing Implicit Bias Series 02: The Impact of Implicit Bias</u>	In this course we're going to delve deeper into how, and how often, implicit biases influence the decisions we make and actions we take, and we will make the case for the value in seeking to mitigate that influence.		No cost	28 Min.	Anytime
All ABCs	<u>UC Managing Implicit Bias Series 03: Managing the Influence of Implicit Bias – Awareness</u>	In this course we'll begin our exploration of some of the strategies you can deploy for managing that influence, starting with becoming aware of biases.		No cost	24 Min.	Anytime
All ABCs	<u>UC Managing Implicit Bias Series 04: Common Forms of Bias</u>	This course will help you identify common forms of workplace bias, as well as various cognitive biases. Remember, biases are pre-programmed tendencies that help us make decisions in everyday situations.		No cost	21 Min.	Anytime
All ABCs	<u>UC Managing Implicit Bias Series 05: Managing the Influence of Implicit Bias - Mindfulness and Conscious De-biasing</u>	In this course we'll continue our exploration of how you can manage the influence of implicit bias, specifically, through mindfulness and conscious de-biasing.		No cost	24 Min.	Anytime
All ABCs	<u>UC Managing Implicit Bias Series 06: Managing Implicit Bias in the Hiring Process</u>	In this course, we're going to take a look at methods for avoiding bias, especially implicit bias that pertain specifically to the hiring process and can be employed by hiring managers, members of hiring committees, interviewers or anyone with a hiring-related role.		No cost	23 Min.	Anytime

Competency	Course	Description	Learning Format	Cost	Estimated Duration	Availability
Administration & Operations Elective – Complete at least 1						
All ABCs	<u>Delegation Skills</u>	What's one of the most challenging areas for most managers? The ability to delegate effectively. Get the basics of this essential skill. Exercises and assessments help you evaluate your current skills, easily identify the problems, and quickly find solutions. You'll discover how to develop your employees' potential while getting the job done.		No cost	3.5 Hrs.	Quarterly
All ABCs	<u>7 Habits of Highly Effective People</u>	This course aligns timeless principles of effectiveness with modern technology and practices. The path to sustained and lasting success is possible when individuals can effectively lead themselves, influence, engage and collaborate with others, and continually improve and renew their capabilities. Productivity, relationship building, communication & problem solving are skills covered in this course.	 	\$158	Varies by learning format	Quarterly
All ABCs	<u>Help Your Employees Prioritize Their Work</u>	Learn about enterprise contribution and recognize the impact of prioritizing employees' work based on organizational goals to improve enterprise contribution. This course is offered as part of the UC Systemwide People Management Certificate program. This course fulfills the Administration & Operations Elective. Check with your local Learning and Development team for more information about the certificate.		No cost	1 Hour	Anytime
All ABCs	<u>Leverage Your Strengths and Avoid Derailing Behaviors</u>	Recognize the key skills and competencies needed to transition successfully into a new leadership or management role. Learn the common behaviors that may derail performance and how to change them. This course is offered as part of the UC Systemwide People Management Certificate program. This course fulfills the Administration & Operations Elective. Check with your local Learning and Development team for more information about the certificate.		No cost	1 Hour	Anytime
Change Management Elective – Complete at least 1						
All ABCs	<u>Facilitating Sustainable Change</u>	In this course, you'll learn about key outputs of a change initiative, such as success factors that improve an organization's flexibility and make it more resilient. You'll explore how to identify stakeholder groups needed when adapting to new processes, and the roles they play in changing operations. You'll also learn how to evaluate the three keys to sustainable change: discomfort, vision and proper skill level.		No cost	27 Min.	Anytime
All ABCs	<u>Leading Your Team through Change</u>	In this course, you'll learn about types of resistance and obstacles to change and how to overcome them in a collaboration. You'll also learn about how to overcome barriers to introducing change at your organization. Finally, you'll learn effective approaches for communicating change when working on a team.		No cost	30 Min.	Anytime
All ABCs	<u>Making Change Stick</u>	In this course, you'll learn methods for adapting to change that involve effective ways of communicating the change to different groups. You'll learn how make the process of changing more comfortable, so that your workforce can reinforce their skills and become more resilient. You'll also explore training and performance management techniques you can use when your employees are adapting to new situations.		No cost	25 Min.	Anytime
All ABCs	<u>Managing Motivation during Organizational Change</u>	In this course, you'll learn change management techniques to help you recognize and manage employee stress, as well as your own stress, during periods of change. You'll also learn about common reactions to change, and strategies for managing change to enable you to engage, motivate, and support employees.		No cost	22 Min.	Anytime

Competency	Course	Description	Learning Format	Cost	Estimated Duration	Availability
All ABCs	<u>Moving Forward with Change Planning</u>	In this course, you'll learn tools for adapting to new processes, such as change charters and guiding coalitions. You'll discover how to interpret stakeholders' influence and input and how they can help when changing your organization's strategy. You'll also learn best practices for creating codes of change that will enable to successfully adapt and become more resilient.		No cost	24 Min.	Anytime
All ABCs	<u>Navigating through Changes and Conflicts in Projects</u>	In this course, you'll learn about change management and dealing with conflict. You'll explore how to handle it when someone requests project changes, how to create a plan for communicating with stakeholders, and approaches for dealing with conflicts that arise.		No cost	28 Min.	Anytime
Communications Elective – Complete at least 1						
All ABCs	<u>Building Collaborative Relationships</u>	Learn how to better collaborate with others in their day-to-day work. This course is offered as part of the UC Systemwide People Management Certificate program. This course fulfills the Communications elective. Check with your local Learning and Development team for more information about the certificate.		No cost	1 Hour	Anytime
All ABCs	<u>Crucial Conversations</u>	Crucial Conversations teaches skills for creating alignment and agreement by fostering open dialogue around high-stakes, emotional, or risky topics—at all levels of your organization. By learning how to speak and be heard (and encouraging others to do the same), you'll surface the best ideas, make the highest-quality decisions, and then act on your decisions with unity and commitment. A crucial conversation is a discussion between two or more people where the stakes are high, opinions vary, and emotions run strong. These conversations—when handled poorly or ignored—lead to strained relationships and dismal results.		\$252	2 Days	Tentative 2021
All ABCs	<u>Dealing with Negative Reactions to Performance Feedback</u>	Learn and apply a framework for handling negative reactions to performance feedback. This course is offered as part of the UC Systemwide People Management Certificate program. This course counts toward the Communications Elective. Check with your local Learning and Development team for more information about the certificate.		No cost	1 Hour	Anytime
All ABCs	<u>Effective Team Communication</u>	In this course, you'll learn about different verbal barriers to effective team communication and strategies for overcoming them. But speaking is only one part of communication; effective team leadership is about listening too. So you'll also learn about some active listening techniques that can help you be a better listener when managing teams.		No cost	30 Min.	Anytime
All ABCs	<u>Facilitating Upward Feedback</u>	Learn how to effectively gather upward feedback to improve how you coach and develop your team. This course is offered as part of the UC Systemwide People Management Certificate program. This fulfills the Communications elective. Check with your local Learning and Development team for more information about the certificate.		No cost	1 Hour	Anytime
All ABCs	<u>Leading at the Speed of Trust</u>	This course enables leaders to develop personal credibility by learning & practicing language & behaviors that increase trust. Learn how to model these skills and engage & inspire your team members to collaborate more effectively, operate faster, and achieve sustainable results.	 	\$157	Varies by learning format	Quarterly
All ABCs	<u>UC Exercising Influence Overview</u>	This course introduces a model of influence that can be used at work and in other aspects of life. The course explores the meaning of influence and provides a framework and tools to improve personal influence skills. Participants assess their skills as an influencer and develop influence skills that build relationships and get results.		No cost	30 Min.	Anytime

Competency	Course	Description	Learning Format	Cost	Estimated Duration	Availability
All ABCs	<u>UC Responding to Conflict</u>	This course provides an approach to respond to conflict in a constructive way. Participants will understand the nature of conflict, learn techniques to become more self-aware and learn a process to address workplace conflict in a manner that moves both parties forward.		No cost	40 Min.	Anytime
Managing People– Complete at least 1						
All ABCs	<u>Developing Emotional Intelligence</u>	This course provides an understanding of why emotionally intelligent leadership is important. It also provides practical, positive techniques for promoting and improving emotional intelligence as a leader within your business environment.		No cost	24 Min.	Anytime
All ABCs	<u>6 Critical Practices for Leading a Team</u>	When leaders unleash their team's potential through effective feedback and coaching, they help the organization achieve its most critical priorities. Discover how to empower your team members by holding a coaching mindset, giving effective feedback, and applying key coaching skills in a compelling framework.	 	\$161	Varies by learning format	Quarterly
All ABCs	<u>The 4 Essential Roles of Leadership</u>	When leaders live the 4 Essential Roles of Leadership, they engage their team to consistently help the organization achieve its most critical priorities. Learn about the key leadership roles that help you inspire trust, create a compelling vision and strategy, align core systems to execute your most important goals, and help team members reach their potential through effective feedback and coaching.	 	\$161	Varies by learning format	Quarterly
All ABCs	<u>Identifying the Root Causes of Performance Issue</u>	Learn and apply a framework for effectively identifying root causes behind employee performance issues. This course is offered as part of the UC Systemwide People Management Certificate program. This fulfills the Managing People Elective. Check with your local Learning and Development team for more information about the certificate.		No cost	1 Hour	Anytime
All ABCs	<u>Positive Atmosphere: Establishing a Positive Work Environment</u>	This course will introduce you to best practices for creating a positive work environment. You'll learn the benefits of establishing a positive and engaged workforce, its characteristics, and concrete steps to create one. You'll also explore how to recognize the signs and impacts of negativity, and how to take corrective action if necessary to engage employees.		No cost	25 Min.	Anytime
All ABCs	<u>Sharing a Vision</u>	This course provides a general introduction to visionary leadership, including its nature and its purpose. You will be guided through numerous techniques and methods for a leader to successfully communicate vision, such as personalizing and multiplying a clear message, communicating enthusiasm in an authentic way, and making the organization's vision the employees' own vision.		No cost	16 Min.	Anytime

UCR Development Assessments

Competency	Course	Description	Learning Format	Cost	Estimated Duration	Availability
All ABCs	Myers-Briggs Type Indicator (MBTI)	Do you know your personality type? How does type interact with the type of work we do? How does type impact the relationships we have with our colleagues? How can our preferences impact our job satisfaction? Using the Meyers-Briggs Type Indicator, this course will take you from knowing your 4-letter type to exploring the impact of type on teams and organizations. You will also explore the impact of type preferences on leadership, communication, conflict management, other team issues and how the diversity in type contributes to organizational culture.		\$66**	Varies	Contact EOD*
All ABCs	360's by Envisia Learning	Envisia Learning has been helping leaders, consultants and coaches deliver real and lasting behavior change in organizations for over 30 years. Envisia's 360-degree feedback assessments and online goal-setting tools merge psychology, technology and coaching to offer a complete behavior change system.		\$189**	Varies	Contact EOD*
All ABCs	Epic's DiSC	The DiSC is a personal assessment tool used to improve work productivity, teamwork, leadership, and communication. It identifies behavioral styles in various situations. It also provides a common language that can help people relate to others, and how to adapt their behavior when interacting with others. It focuses on valuing and capitalizing on the different preferences.		\$72**	Varies	Contact EOD*

*To schedule a presentation for your department, contact Employee and Organization Development (EOD) by emailing HRTrainingContacts@ucr.edu

**\$50 Course cancellation rates will apply.