

EOD COURSE OFFERINGS




FY 2022-2023

Employee & Organizational Development (EOD) is here to support your development, and offers a large variety of courses in various formats. 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 course dates and registration, visit <https://ucrlearning.ucr.edu/>.

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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.

UC Core Competencies: **A**chieving Results, **B**uilding Relationships, **C**reating the Future

The UC Core Competencies (ABCs) and behavioral anchors 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 of California. Additionally, UC leaders and managers are expected to demonstrate the management behavioral anchors. They are development building blocks, and all courses map to the UC Core Competencies.

Core Behavioral Anchors

Management Behavioral Anchors

Achieving Results

Continuous Improvement

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.

- 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

- 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

Continuous Learning

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.

- 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

- 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

Problem Solving

Anticipates and identifies problems; conducts appropriate analysis to understand stakeholder interests. Generates and evaluates alternative solutions. Takes thoughtful risks.

- 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

- 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

Service Focus

Values and delivers high quality, professional, responsive and innovative service to all customers. Establishes and maintains positive, long-term working relationships.

- Seeks and uses feedback from a variety of sources to improve service quality
- Meets and often exceeds expectations; ensures that stakeholder needs are fulfilled; honors commitments and keeps promises
- Adapts service delivery to meet the needs of diverse client base

- Holds self and team members accountable for high quality work and stakeholder relationships
- Provides team members with clear direction and support in meeting their service-delivery objectives
- Ensures that service delivery roles, responsibilities and reporting lines are clearly defined, understood, and accepted

Building Relationships

Belonging and Community

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.

- 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
- 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

Collaboration

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.

- 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
- 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

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

Franklin Covey

Franklin Covey is a worldwide, world-class leader in helping organizations achieve transformational results that focus on lasting changes in human behavior. They provide insightful, sustainable, and high-quality development content backed by research and their commitment to the whole person, timeless principles, and lasting impact.










Competency	Course	Description	Learning Format	Cost**	Estimated Duration
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.	 	\$203	Varies by learning format
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.	 	\$203	Varies by learning format
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.	 	\$203	Varies by learning format
All ABCs	<u>Unconscious Bias: Understanding Bias to Unleash Potential</u>	Unconscious biases are how our brains compensate for overload which can inhibit performance and lead to poor decision-making. Helping your leaders and team members address bias will let them thrive, increasing performance across your entire organization.	 	\$203	Varies by learning format
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.	 	\$203	Varies by learning format
All ABCs	<u>Multipliers: How the Best Leaders Ignite Everyone's Intelligence</u>	Identify those in your organization who bring out and ignite the intelligence in others (Multipliers) and those who rely on their own intelligence and stifle the intelligence of others (Diminishers), and what behaviors to demonstrate to be a Multiplier.	 	\$203	Varies by learning format
All ABCs	<u>Change: How to Turn Uncertainty into Opportunity (coming in 2023)</u>	Learn about the human experience of change, and develop the skills to successfully navigate any workplace change. Learn tools to help you manage and embrace change, unleashing potential to achieve greater possibilities beyond initially targeted results.	 	\$203	Varies by learning format





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
All ABCs	<u>Coaching for Results</u>	Consistent coaching and feedback allows you to connect with employees and increase their productivity, job satisfaction, and engagement. Effective feedback and coaching by leaders will help the organization achieve its goals and priorities. Discover how to empower your team members by holding a coaching mindset while giving effective feedback and using active listening techniques.		\$0	2 Hrs.
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.	 	\$0	3.5 Hrs.
All ABCs	<u>Difficult Conversations</u>	Being able to have difficult conversations with staff is an essential part of being an effective leader and employee. This 90-minute course aims to remove the fear factor from difficult conversations by showing how the right approach can turn difficult conversations into constructive conversations. In this course you will learn to recognize the most common mistakes we make when having a difficult conversation, learn how to prepare for a difficult conversation and learn tools to help you communicate in a non-confrontational way.		\$0	90 min.
All ABCs	<u>Eliminating Harassment Intimidation and Bullying</u>	Harassment, intimidation, and bullying (HIB) can occur anywhere, at any time, and to anyone. In the workplace, these behaviors can lead to low morale, decreased productivity, and poor job satisfaction. Eliminating these destructive behaviors before they do irreparable harm is essential for a safe, healthy, and productive workplace		\$0	90 min.
All ABCs	<u>Goal Setting</u>	Many organizations struggle to foster and maintain an organizational-wide goal alignment. By successfully linking individuals' goals to an organization's strategy, organizations ensure their priorities are a primary focus and employees prioritize their work based on the goals of the business unit. Effective goals motivate and inspire, increase success rates, allow an action plan focus, and reduce frustration. An effective goal setting process helps us understand where we are currently, choose where we want to go, and assesses the best steps to take to reach our outcome goals. When you set goals, you'll want to be SMART about it: Specific, Measurable, Aligned with team goals, Relevant, and Timely		\$0	90 min
All ABCs	<u>How to Make Feedback Work for You</u>	We all listen, we do it every day in our jobs; but how good are we at it? Do we listen to reply or to understand? Do we listen with awareness? How can we encompass the art of listening in our work environment? The better we listen, the better we can receive and give feedback to better our performance. In this 90-minute session you will discover how the art of listening and feedback can improve your work performance.		\$0	90 min.
All ABCs	<u>Team Dynamics</u>	Many behavioral psychologists have researched the theory that people's behavior can be roughly classified in four groups, represented as quadrants. This course helps people understand the four dominant personality styles: driver, expressor, amiable, and analytical. Each quadrant represents the behavioral styles of people in that group. By recognizing our dominant style and developing the ability to identify traits in others, we can change our behaviors to interact with a wide variety of personalities and tendencies. During the course participants can learn about group dynamics in general, understand their strengths and weaknesses, and harness their efforts towards team goals. Participants will also discuss the different development stages a group goes through to reach success.		\$0	90 min.
All ABCs	<u>Managing in the Modern Workplace</u>	With the modern workplace landscape changing, managers and supervisors need to learn how to adapt their supervision to remote/hybrid teams. There are many potential benefits and challenges to supervising remote employees. Within this course, participants will learn how to question their workplace paradigms, overcome the common obstacles to hybrid teams, and increase employee engagement. This course will address issues such as managing remote/hybrid teams, setting expectations and coaching employees.		\$0	2 Hrs.





Competency	Course	Description	Learning Format	Cost	Estimated Duration
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.		\$0	4 Hrs.
All ABCs	<u>Organizational Change Management: The People Side Of Change</u>	The Prosci ADKAR Model is a goal-oriented change management model that guides individual and organizational change. ADKAR is an acronym that represents the five stages people must move through to adopt a new way of doing things. The ADKAR Model is a powerful framework for understanding how change can happen with a single individual. It answers the question, "what outcomes must be present for successful, sustainable change to take hold in a single person?" When we understand what outcomes one team member (or family member or friend) needs to have in place, we can take practical steps to influence and help that individual achieve those outcomes. The ADKAR Model can be used personally, by viewing a change you are working through and identifying where and why you may be struggling. It can also be used to help evaluate change with other people: it provides a framework for coaching conversations and can help you pinpoint where a colleague, friend or direct report is stuck in the change process. From there, you can decide on targeted action steps.		\$0	2 Hrs.
All ABCs	<u>Time Management</u>	Do you find yourself constantly running out of time? Do you know where your time goes? We can't create more time, but what we can do is manage our time in a more efficient way. This course will give you tools to plan, organize and manage your time to work more efficiently in your professional and personal life.		\$0	2 Hrs.
ALL ABCs	<u>Working Successfully in The Modern Workplace</u>	With the modern workplace landscape changing, employees need to learn how to adapt to working in remote/hybrid teams. There are many potential benefits and challenges to working in a hybrid environment. Within the course, participants will learn how to question their workplace paradigms, overcome the common obstacle to hybrid teams, and increase their engagement.		\$0	2 Hrs.

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

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Development Programs

UC and UCR offer 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, engaging content, and small group exercises. This comprehensive program begins with a participant orientation. Participants then complete 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 assignments 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/coach trained to identify professional development activities.		\$1,900	4 days + program pre-work	April and October; check website for application deadlines
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.







Development Assessments











To schedule an assessment and learning session for you or your department, email EOD at HRTrainingContacts@ucr.edu.











Competency	Assessment	Description	Learning Format	Cost	Estimated Duration
All ABCs	ViewSuite360® 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 suite of 360-degree feedback assessments and online goal-setting tools merge psychology, technology, and coaching to offer a complete behavior change system.	 	\$189	Varies
All ABCs	Everything DiSC®	Everything DiSC® is an 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.	 	\$81	Varies
ALL ABCs	CliftonStrengths (formerly StrengthsFinder)	Learn how to use your strengths to succeed at work and live your best possible life. Your customized CliftonStrengths reports and guides will give you an "aha" moment as you experience new ways to understand what makes you so unique. Understanding your strengths unlocks your potential and leads you to greater performance. To complete the CliftonStrengths Assessment and workshop, contact EOD consultant Alexandra Rollins (Alexandra.Rollins@ucr.edu).		\$19.99 Top 5 CliftonStrengths or; \$49.99 for 34 CliftonStrengths	Varies by need














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
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.		\$0	25 Min.
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.		\$0	50 Min.
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.		\$0	40 Min.
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.		\$0	35 Min.
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.		\$0	35 Min.
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.		\$0	35 Min.

Competency	Course	Description	Learning Format	Cost	Estimated Duration
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.		\$0	35 Min.
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.		\$0	35 Min.
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.		\$0	30 Min.
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.		\$0	15 Min.
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.		\$0	28 Min.
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.		\$0	28 Min.
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.		\$0	24 Min.
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.		\$0	21 Min.
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.		\$0	24 Min.
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.		\$0	23 Min.











Competency Course	Description	Learning Format	Cost	Estimated Duration
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.		\$0	3.5 Hrs.
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.	 	\$203	Varies by learning format
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.		\$0	1 Hour
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.		\$0	1 Hour
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.		\$0	27 Min.
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.		\$0	30 Min.
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.		\$0	25 Min.
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.		\$0	22 Min.
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.		\$0	24 Min.
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.		\$0	28 Min.

Competency Course	Description	Learning Format	Cost	Estimated Duration
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.		\$0	1 Hour
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.		\$0	1 Hour
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.		\$0	30 Min.
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.		\$0	1 Hour
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.	 	\$203	Varies by learning format
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.		\$0	30 Min.
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.		\$0	40 Min.
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.		\$0	24 Min.
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.	 	\$203	Varies by learning format
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.	 	\$203	Varies by learning format
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.		\$0	1 Hour

Competency	Course	Description	Learning Format	Cost	Estimated Duration
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.		\$0	25 Min.
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.		\$0	16 Min.

LinkedIn Learning

LinkedIn Learning (LiL) provides hundreds of courses that cover a wide range of topics that are high quality, easily accessible, and available 24/7. LiL is available to all UCR employees with a valid NetID. Access LiL directly through R'Space. Below are curated collections based on the UC Core Competencies, but the LiL catalog has more to offer, including personal enrichment courses. Log in today to browse their extensive catalog.

Competency	LinkedIn Learning Content Collection	Learning Format	Cost
Achieving Results			
Continuous Improvement	<u>Core Competencies – Continuous Improvement</u>		\$0
Continuous Learning	<u>Core Competencies – Continuous Learning</u>		\$0
Problem Solving	<u>Core Competencies – Problem Solving</u>		\$0
Service Focus	<u>Core Competencies – Service Focus</u>		\$0
Building Relationships			
Belonging and Community	<u>Core Competencies - Belonging and Community</u>		\$0
Collaboration	<u>Core Competencies - Collaboration</u>		\$0
Communication	<u>Core Competencies - Communication</u>		\$0
Creating the Future			
Change Agility	<u>Core Competencies – Change Agility</u>		\$0
Mission & Vision Focus	<u>Core Competencies – Mission and Vision Focus</u>		\$0
Stewardship	<u>Core Competencies - Stewardship</u>		\$0