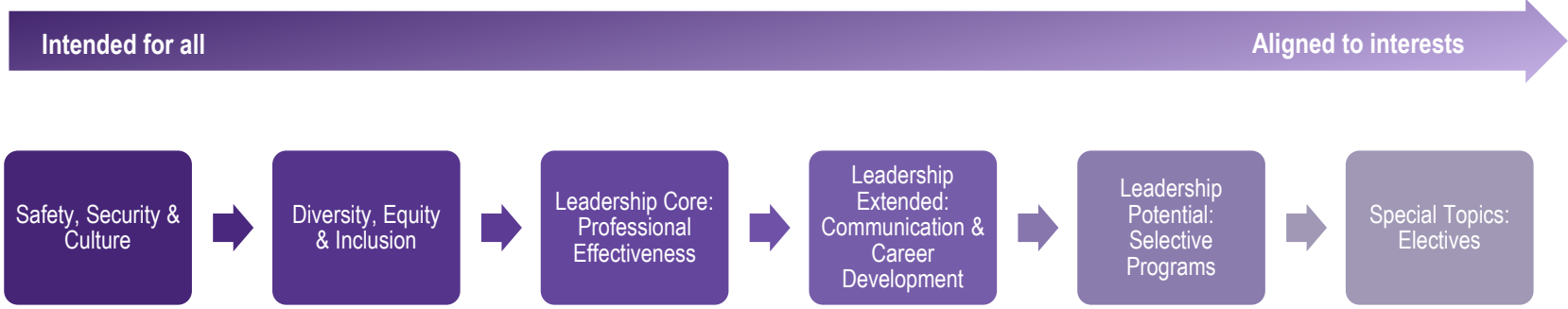


Plan your professional development WORKSHOP CATALOG GUIDE

Opportunities for ongoing learning and development are offered for all Northwestern staff year-round. The catalog includes workshops that are intended for all, either because they are required, they are essential to supporting Diversity, Equity and Inclusion efforts, or they help create a productive work environment. Other courses are available to meet varying interests and needs in roles across campuses. As you plan your learning, please start with courses that are intended for all and progress through to courses aligned to your particular interests or professional needs.

1

What professional development is next for you? It's recommended to move from left to right.



2

Find yourself in the audience types below and look to courses in that "lane", cross-referencing with categories above. Click on course names to learn more and register in myHR Learn.

Courses may be available to you based on your role. Some courses are for all. Some are for individual contributors with no direct reports, some are for managers with at least one direct report, and others are for mid-senior level leaders with organizational leadership roles.

Individual contributor (no one formally reports to me)

LEAD SELF

Harassment & Discrimination Prevention

Safe Campus

Unconscious Bias
LGBTQ+ Ally training

Coming soon – New program 2020

Writing your Self-Review

Crucial Conversations

Influencing Upwards

Managing your Career
New program 2020

Lead 4 Success

Women's Emerging Leaders Program

Design Thinking for Problem Solving & Innovation

Project Management for Everyday Project Managers

Speaking with Confidence & Clarity

Mastering your Presentations

Manager or Supervisor (at least one direct report). *May also register for courses above.*

LEAD OTHERS

Active Inclusion for Teams

For New Managers
Manager Foundations

For Existing Managers
Manager's Compass

Performance Excellence
Year-end Essentials

Crucial Accountability

Performance Feedback Labs

Delegation
Coaching for Development
New program 2020

ART of Interviewing

Leading High Performance Teams

Resolving Workplace Conflict

Unit leader (manager of managers) *May also register for courses above.*

LEAD ORGANIZATION

Leading Change
Leader as Coach

Safety, Security & Culture

Course	Description	Eligibility and Fee
<p><u>Harassment & Discrimination Prevention</u></p> <p>HRD782-200 Online course</p>	<p>Learn how Northwestern protects its people and promotes a healthy workplace culture, and acknowledge your receipt and understanding of Northwestern's Policy on Sexual Misconduct and Policy on Discrimination and Harassment.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Identify and avoid abusive conduct and illegal behavior • Make positive contributions to culture • Recognize crimes and conduct violations • Know your role, responsibilities, and reporting obligations when crimes and violations occur 	<p>All staff, supervisors, faculty and students</p> <p>No fee</p> <p><u>REGISTER NOW</u></p> <p>Return to top</p>
<p><u>Safe Campus</u></p> <p>NUPD100-200 Online course</p>	<p>Learn approaches to prevent violence, prepare for emergencies, and respond to an emergency on campus, if one occurs.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Exercise a prevention mindset and refer distressed individuals to helpful campus resources • Mitigate the risk of violence on campus by reporting concerning behavior to the Director of Threat Assessment • Prepare for emergencies by adding a few activities to your routine • Respond to emergencies, if they arise, by following the advice of University Police 	<p>All staff, supervisors, faculty and students</p> <p>No fee</p> <p><u>REGISTER NOW</u></p> <p>Return to top</p>

Diversity, Equity & Inclusion

<p><u>Unconscious Bias</u></p> <p>HRD730-100A</p>	<p>This interactive workshop is a part of our <i>Diversity, Equity and Inclusion</i> learning journey and is designed to raise your awareness about biases that exist in our daily interactions. You will be asked to</p>	<p>All staff, supervisors</p> <p>No fee</p>
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<p>½ day in person</p>	<p>participate in exercises that explore our biases and where they came from as well as an understanding of how to be more aware of them through an assessment and best practices discussion.</p> <p>You will leave this workshop with:</p> <ul style="list-style-type: none"> • An increase awareness of unconscious biases – what they are and why we all have them • An exploration of individual social identities & how that relates to bias • Learn how to identify how biases impact individual thoughts & actions • Learn how to identify how biases impact our work & the Northwestern community at large • Learn & use practices to mitigate the negative impacts of bias 	<p><u>REGISTER NOW</u></p> <p>Return to top</p>
<p><u>LGBTQ+ Ally Training</u></p> <p>HRD745-100A ½ day in person</p>	<p>This workshop educates and trains faculty and staff to support people of all gender identities and sexualities at Northwestern University. Ally Training is beneficial for aspiring allies as well as people in queer and trans communities, as we all strive to create a culture in which any person can study, work, and compete in an environment free of discrimination and harassment.</p> <p>At the end of the training, participants will receive an ally decal to display in their office or workspace. The decal signifies completion of the training, but it also identifies individuals on campus who are open and understanding to LGBTQ people and can maintain confidentiality about issues, questions, and concerns. Ally training supports the Northwestern University mission to create and support a diverse and inclusive campus community. This training workshop is designed by Multicultural Student Affairs and coordinated in partnership with the Office of Equity and Human Resources-Learning & Organization Development. Seating is limited so register early.</p>	<p>All staff, supervisors</p> <p>No fee</p> <p><u>REGISTER NOW</u></p> <p>Return to top</p>
<p><u>Active Inclusion for Teams</u></p> <p>HRD735-100A 2 days in person</p>	<p>This two-day engaging workshop will equip you with the awareness, skills, and practices needed to create welcoming team environments where all team members feel a sense of belonging.</p> <p>Learning Objectives include:</p> <ol style="list-style-type: none"> 1. Increased awareness of language, behaviors, and systems that hinder inclusivity on teams 	<p><i>For managers with 2 or more direct reports who have previously attended an Unconscious Bias workshop.</i></p> <p>No fee</p> <p><u>REGISTER NOW</u></p>

	<ol style="list-style-type: none"> 2. Advanced capacity to support and model everyday inclusive behaviors 3. Develop team interpersonal dialogue skills to: <ol style="list-style-type: none"> a. Address constructive and deconstructive team behaviors b. Repair ineffective or damaged relationships c. Foster open team communication 4. Learn & practice tactical and practical ways to interrupt exclusion 5. Create and commit to an action plan for utilizing concepts learned to positively shift team cultures <p><i>Pre-requisite:</i> Managers must have previously attended an Unconscious Bias workshop session.</p>	<u>Return to top</u>
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Leadership Core: Professional Effectiveness

Course	Description	Eligibility and Fee
<p><u>Writing Your Self-Review</u></p> <p>HRPEXE-103</p> <p>Webinar</p>	<p>This course equips staff to prepare a thorough self-review at year-end to deliver an accurate picture of performance to your manager/supervisor, and utilize the process for reflection, growth and development.</p>	<p>All staff participating as reviewees in Performance Excellence</p> <p>No fee</p> <p><u>REGISTER NOW</u></p> <p style="text-align: right;"><u>Return to top</u></p>
<p><u>Manager Foundations</u></p> <p>To be added to myHR Learn For now, please contact area HR team if interested.</p>	<p>A new, interactive, and experiential program, created in partnership with schools and units across campus, Manager Foundations is designed to develop skilled, confident and connected leaders to support Northwestern's mission and culture. This program is 5.5 days over 5-6 weeks, and covers topics such as:</p>	<p>Managers new to manager role at Northwestern in last 0-2 years. Preference given to those with at least 2 direct reports.</p>

<p>5.5 day workshop over 5-6 weeks, offered 3x per year.</p>	<ul style="list-style-type: none"> • Expectations of managers and leaders at Northwestern • Philosophies, resources and policies that apply to the employee lifecycle at Northwestern (e.g., hiring, performance management, development, well-being) • Connecting the team's mission to the mission of the University • Tools for effective team management and coaching • Creating a just and equitable environment, including unconscious bias, active inclusion, micro-aggressions, discrimination, harassment and accommodations. 	<p>For now, please contact area HR team if interested.</p> <p style="text-align: right;"><u>Return to top</u></p>
<p><u>Manager's Compass</u></p> <p>HRD937-100A</p> <p>2-day in person</p>	<p>There's no doubt that the manager role is a difficult one, but it's also vital to our success. When equipped with the right skills, managers can power change for an organization. They are the critical link between those who create the strategies and those who must bring them to life. To achieve this connection, managers must have the know-how to engage and inspire their teams and the skills to deliver the results the organization is after.</p> <p>Manager's Compass is an immersive experience that will help managers master the art of leading their people to deliver results. Working collaboratively with peers, managers will gain insights, skills, and tools to amp up their game, and encourage high performance. With an emphasis on coaching skills and the know-how to engage and inspire their teams, the Manager's Compass experience is unlike any other leadership development program you've seen before. Managers learn to:</p> <ul style="list-style-type: none"> • Identify and embrace their role in the organization • Understand and articulate what their school/unit wants to be and why? • Connect their team with the company's purpose and strategy • Practice new skills and create detailed action plans 	<p>For managers who have been at Northwestern for more than two years and have not enrolled in Manager Foundations.</p> <p style="text-align: center;"><u>REGISTER NOW</u></p> <p style="text-align: right;"><u>Return to top</u></p>
<p><u>Performance Excellence Year-End Essentials</u></p>	<p>Offered both in-person at schools and units and in webinar, open enrollment format. An interactive session to equip managers and supervisors in writing reviews and assigning</p>	<p>All who are in a supervisory role within Performance Excellence</p>

<p>HRPEXM-104</p> <p>Webinar</p>	<p>ratings, so that participants feel confident and can utilize the process for staff growth and development. This course will cover:</p> <ul style="list-style-type: none"> • Writing and delivering a meaningful and structured performance review • Using the rating framework • Minimizing cognitive bias in performance review and rating • Best practices for performance conversations 	<p>No fee</p> <p><u>REGISTER NOW</u></p> <p><u>Return to top</u></p>
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Leadership Extended: Communication & Career Development

Course	Description	Eligibility and Fee
<p><u>Crucial Conversations</u></p> <p>HRD960-100A</p> <p>2-day in person</p>	<p>Crucial conversations take place every day in our work. You know the type -- conversations where there are high stakes, differences of opinion, and strong emotion. The difference between mediocre and top performance lies not in strategies, hardware, or even in processes, but in how people handle those difficult conversations. At the heart of all problems in a team or organization are conversations that are either not being handled, or not being handled well.</p> <p>Key Points</p> <ul style="list-style-type: none"> • Identify the conversations that are keeping you from your desired results • Speak persuasively not abrasively, no matter the topic • Make it safe for others to share their honest opinions • Deal with people who either clam up or blow up • Gain control of your own emotional responses • Disagree without being disagreeable • Influence without exerting force 	<p>All staff, supervisors, faculty</p> <p>No fee</p> <p><u>REGISTER NOW</u></p> <p><u>Return to top</u></p>

	<ul style="list-style-type: none"> • Improve teamwork, productivity and effectiveness <p>This practical and powerful workshop is based upon a top-ten best-selling business book, Crucial Conversations.</p>	
<p><u>Influencing Upwards</u></p> <p>HRD557-100A</p> <p>½ day in person</p>	<p>Influencing Upwards is a conscious approach to working with your manager towards mutually agreed-upon goals which are in the best interests of you, your manager and the organization.</p> <p>Influencing Upwards facilitates the entire management process by making use of all the available expertise and resources to develop solutions to problems, rather than just talking about them, ignoring them or covering them up.</p> <p>This course provides strategies for keeping your boss in the loop and on your side, despite differences the two of you may have in work style.</p> <p>The key learning objectives of this course include:</p> <ul style="list-style-type: none"> • Developing a relationship with your manager • Understanding your manager and yourself • Managing expectations • Communicating with your manager • Negotiating with your manager • Goal setting • Resolving problems productively 	<p>All staff, supervisors, faculty</p> <p>Fee-based</p> <p><u>REGISTER NOW</u></p> <p><u>Return to top</u></p>

<p><u>Crucial Accountability</u></p> <p>HRD963-100A</p> <p>2-day in person</p>	<p>Crucial Accountability® is a two-day workshop in which managers learn this powerful methodology for holding others around them accountable, mastering performance discussions, motivating others without using power, and taking steps in the permanent resolution of problems.</p>	<p>All managers with at least 1 direct report.</p> <p>No fee</p> <p><u>REGISTER NOW</u></p> <p>Return to top</p>
<p><u>Performance Feedback Labs</u></p> <p>HRD801-100A</p> <p>2-hours in person</p>	<p>According to recent studies, 60% of all employees would like feedback on a daily or weekly basis. For those of us managing in today's world, this is a skill we should strive to master (or at least get a little better at....). Come to this short workshop to brush up on best practices for structuring constructive and recognition feedback messages, to draft messages you may be delivering, connect with peer managers, and ultimately, practice. Templates, conversation guides and sample check-in agendas will be provided for your use beyond the session.</p>	<p>All managers with at least 1 direct report.</p> <p>No fee</p> <p><u>REGISTER NOW</u></p> <p>Return to top</p>
<p><u>Resolving Workplace Conflict</u></p> <p>HRD927-100A</p> <p>4-hours in person</p>	<p>This course teaches leaders how to recognize the signs of escalating conflict and take appropriate action. Leaders are introduced to two resolution tactics—coach and mediate—and will practice using a framework called Interaction Essentials as they coach or mediate to resolve a conflict.</p> <p>This course helps leaders:</p> <ul style="list-style-type: none"> • Reduce the damaging effects of workplace conflict on individuals, groups, and the organization. • Effectively address workplace conflict and enhance productivity, efficiency, and morale. • Help others take responsibility for resolving their own conflicts. • Promote a culture of trust and mutual respect within their team. 	<p>All managers with at least 1 direct report.</p> <p>Fee-based</p> <p><u>REGISTER NOW</u></p> <p>Return to top</p>
<p><u>Delegation</u></p> <p>HRD556-100A</p> <p>½ day in person</p>	<p>Delegation is an overlooked and undervalued tool that managers can use to complete an ever-increasing list of work responsibilities. This delegation training course provides managers with the skills to effectively delegate work to others.</p>	<p>All managers with at least 1 direct report.</p> <p>Fee-based</p>

	<p>In this highly interactive and discussion oriented session, you will learn to:</p> <ul style="list-style-type: none"> • Define delegation. • Break down your personal barriers to delegation. • Decide the tasks to delegate and the tasks to keep. • Determine the right person to whom to delegate the task. • Plan and conduct a delegation meeting. • Follow up on a delegated task. 	<p><u>REGISTER NOW</u></p> <p><u>Return to top</u></p>
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Leadership Potential: Selective Programs

Course	Description	Eligibility and Fee
<p><u>Lead 4 Success™</u></p> <p>2 days in person</p>	<p>Leadership isn't just defined by the job title..It's about developing the perspective, skills and personal style to get results that matter.</p> <p>Northwestern's Leadership Fundamentals Program: Lead 4 Success™ offered in partnership with the Center for Creative Leadership (CCL), gives individual contributors tools to excel in current roles and prepare for future roles at the University. The experience is focused on developing The Fundamental 4 skills (self-awareness, learning agility, influence and communication) that leaders at any level need to master for success.</p> <p>Using CCL's time tested approach we incorporate:</p> <ul style="list-style-type: none"> • Experiential activities to learn through doing • A safe environment for participants to try new behaviors • Peer-based learning and networking opportunities, and • Proven leadership models 	<p>For individual contributors.</p> <p>Application process, with committee review and selection.</p> <p><u>LEARN MORE HERE</u></p> <p><u>Return to top</u></p>

<p><u>Northwestern Emerging Leaders Program</u></p>	<p>The Northwestern Women’s Emerging Leaders Program (ELP) was specially designed in partnership with Northwestern’s Office of Human Resources and ANUW to offer early career staff a strong platform on which to develop their talents and boost the trajectory of their careers. Northwestern Women’s ELP is a highly experiential program that gives participants the knowledge, skills, and supportive framework to take bold, decisive and courageous risks now and in the future.</p> <p>The Northwestern Women’s ELP is for early career staff who are not only inspired but deeply committed to growing their own and others’ leadership skills in their current roles as individual contributors and to position themselves for future leadership roles. It is for women who want to elevate themselves and others to ensure the fullest expression of their talents, paving the way for all women to flourish and thrive as leaders.</p>	<p>Full-time staff who has worked at Northwestern for at least 1 year.</p> <p><u>LEARN MORE HERE</u></p> <p><i>Return to top</i></p>
<p><u>Leading Change</u></p> <p>HRD050-100A</p> <p>4 days in person</p>	<p>Leading Change is a highly-rated professional development program for staff leaders who are managers of managers or are managers who have a broad range of responsibilities involving teamwork and influence across units and functions at Northwestern. The program is offered by Kellogg School of Management Executive Education in partnership with the Office of Human Resources, and features a series of four full-day workshops at the Allen Center. Class sessions are led by Kellogg faculty.</p> <p>Leading Change offers a unique opportunity for you to elevate your leadership and learn alongside peers across schools and units, while building a collaborative network of University Leaders.</p>	<p>Leading Change enrollment includes a nomination process. Lead Administrators nominate people in their school or unit who meet the criteria and are strong candidates for the workshop. Criteria include:</p> <ul style="list-style-type: none"> • A manager of managers or a manager who has a broad range of responsibilities involving teamwork and influence • Salary grade of 10 or higher, ITS 79 or Lib 2 <p><u>LEARN MORE HERE</u></p> <p><i>Return to top</i></p>
<p><u>Leader as Coach</u></p>	<p>For several years, Leading Change (formerly Staff Leadership) at Northwestern has provided high-performing leaders with the tools to build out their networks, develop their leadership skills, and connect with Northwestern executive leaders.</p>	<p>Alumnae of Leading Change</p> <p><u>LEARN MORE HERE</u></p>

	<p>Now, we are augmenting Leading Change with next-level learning for program alumni. This initiative will deepen participants' engagement and leadership capabilities, which will have a multiplier effect on professional development and ultimately the performance of alumni's teams.</p>	Return to top
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Special Topics: Electives

Course	Description	Eligibility and Fee
<p><u>Design Thinking</u></p> <p>HRD800-100A</p> <p>2 ½-days in person</p>	<p>This workshop leverages a design thinking framework and mindset to help participants develop a human-centered approach to solving day-to-day or big-picture problems at work. Participants have the opportunity to practice building empathy, rapid prototyping and experimental testing as an innovative and creative approach to problem solving.</p>	<p>All staff</p> <p>Fee-based</p> <p><u>REGISTER NOW</u></p> <p style="text-align: right;">Return to top</p>
<p><u>Project Management for Everyday Project Managers</u></p> <p>HRD929-100A</p> <p>1.5 days in person</p>	<p>This training will equip you to increase productivity, quality, timeliness, and stakeholder engagement in your projects while reducing the risk of missing outcomes. It will engage you with real world scenarios to develop and refine skills and knowledge, then apply that learning to a current project.</p> <p>You will leave the training with:</p> <ul style="list-style-type: none"> • Proven techniques on how to run and adjust projects to deliver expected results. • Simple tools that you can use to plan and deliver projects on time and on budget. • A framework that you can use to generate buy-in from key stakeholders. • Practices to proactively manage issues that arise during projects. 	<p>For staff who deliver results through leading projects.</p> <p>Participants with basic to intermediate project management experience will get the most value from the course.</p> <p>*This is not a course for advanced projects managers, or those who are seeking PMI certification*</p> <p>Fee-based</p> <p><u>REGISTER NOW</u></p> <p style="text-align: right;">Return to top</p>

<p><u>Speaking with Confidence & Clarity</u></p> <p>HRD630-100A</p> <p>1-day in person</p>	<p>This foundation-level presentation skills workshop helps participants gain self-awareness, manage their nerves, and get their presentations started on the right foot. In this interactive workshop, in which you work on your own real-life content, you'll apply the fundamental principles of The Orderly Conversation. This workshop uses video-recorded exercises and private video review to help you identify and develop the skills you need to succeed. Throughout the workshop, you'll be introduced to skills and strategies that will help you:</p> <ul style="list-style-type: none"> • Manage nervousness and gain self-awareness • Engage listeners and speak with confidence • Think on your feet • Frame your presentations using a simple organizational strategy • Introduce the presentation clearly and succinctly so that it communicates (1) purpose, (2) clear direction, (3) context, and (4) a reason to participate • Answer questions with confidence • Set appropriate next steps 	<p>For all staff</p> <p>Fee-based</p> <p><u>REGISTER NOW</u></p> <p><u>Return to top</u></p>
<p><u>Mastering your Presentations</u></p> <p>HRD632-100A</p> <p>2-days in person</p>	<p>This workshop is interactive and realistic. It builds the skills you need to manage with confidence all aspects of the presentation process. Throughout, you will work on your own real-life presentation. Taught by two instructors, this workshop uses video-recording and private instructor-led video review to help you develop skills you need to succeed. You'll learn how to:</p> <ul style="list-style-type: none"> • Organize information so that it's persuasive and listener-focused • Create effective visual aids to support key messages • Engage listeners in a comfortable, flexible, conversational process • Be clear and concise • Use visual aids effectively whether seated or standing, projected or hardcopy • Think on your feet • Manage and facilitate interactions with listeners 	<p>For all staff</p> <p>Note: This workshop is designed for business presenters, facilitators and trainers with some presentation experience. Comfort with PowerPoint or other presentation software is a plus.</p> <p>Fee-based</p> <p><u>REGISTER NOW</u></p> <p><u>Return to top</u></p>

<p><u>ART of Interviewing</u></p> <p>HRD921-100A</p> <p>½ day in person</p>	<p>Do you know the difference between good and bad interview questions? Do you know how to determine motivational fit – the difference between can do and want –to?</p> <p>This course focuses on the responsibility of the interviewer to provide the candidate with a quality experience and explores the consequences of interviewer behaviors. The skills include:</p> <ul style="list-style-type: none"> • The applicant experience • Three interview derailers • Can-Do vs. Want-To • The art of the interview 	<p>For managers with at least 1 direct report</p> <p>Fee-based</p> <p><u>REGISTER NOW</u></p> <p>Return to top</p>
<p><u>Leading High Performance Teams</u></p> <p>HRD930-100A</p> <p>1-day in person</p>	<p>This workshop offers approaches that leaders can use to create high performance teams. Leaders begin by clarifying their goals for building a new team or revitalizing an existing team. Through experiential activities, discussions, and applications team leaders develop strategies to develop and strengthen key elements of high performance teams. Whether you lead an ongoing work team or an ad-hoc team, you can improve your team's performance with these teamwork tools and skills.</p> <p>Skills and tools include how to:</p> <ul style="list-style-type: none"> • Identify opportunities to boost team development using a team diagnostic framework • Lead teams through feedback, decision-making, conflict resolution and other processes that enable high performance • Build team engagement by involving team members in organizing work and clarifying roles • Engage team members in creating unique team cultures that drive high performance 	<p>For managers with at least 1 direct report</p> <p>No fee</p> <p><u>REGISTER NOW</u></p> <p>Return to top</p>