Managers Learning Path

Center for Workplace Development

Grade 56	Grade 57	Grade 58	Grade 59	Grade 60

Recommended Classes and Resources for Grade 56

Addressing Microaggressions at Work	**Becoming an Ally and Accomplice**	**Delegating Tasks**
Effective Negotiation Skills	**Feedback Essentials**	**Giving and Receiving Feedback**
Introduction to EDIB Academy	**Leading Productive Meetings**	**Navigating Change**
Navigating Difficult Conversations	**The Power of a Positive No**	**Supervisor Skills Training**
Understanding Unconscious Bias		

Classes offered through:

CWD   HARVARD ManageMentor   Linked in Learning   HARVARD OFFICE FOR EQUITY, DIVERSITY, INCLUSION & BELONGING

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Human Resources
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Recommended Classes and Resources for Grade 57

Addressing Microaggressions at Work	Administrative Fellowship Program	Becoming a Coaching Manager	Becoming an Ally and Accomplice
Best Practices to Create a Culture of Career Development	Building Accountability into Your Culture	Constructive Conversations and Delivering Feedback	Dynamic Work in Action: Activate Trust and Connection
Dynamic Work in Action: Align Values, Goals, and Performance Outcomes	Dynamic Work in Action: Apply Communication Norms for Proactive Engagement	Effective Negotiation Skills	Foundations of Leadership
Introduction to EDIB Academy	Leading Productive Meetings	How to Have Productive One-on-One Meetings	Manager's Community Forum
Motivating and Retaining Your Team	New Manager Foundations	Succeeding in a Dynamic Work Environment	Understanding Unconscious Bias
Universal Manager Training			

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Recommended Classes and Resources for Grade 58

Addressing Microaggressions at Work	**Administrative Fellows Program**	**Attracting and Cultivating Talent**	**Becoming a Coaching Manager**
Becoming an Ally and Accomplice	**Change Management**	**Constructive Conversations and Delivering Feedback**	**Creating a High-Performance Culture**
Developing Leadership Presence	**Effective Negotiation Skills**	**Foundations of Leadership**	**Introduction to EDIB Academy**
Leadership In Action	**Leading People**	**Managing Teams**	**Motivating and Retaining Your Team**
Succeeding in a Dynamic Work Environment	**Understanding Unconscious Bias**	**Universal Manager Training**	

Classes offered through:

CWD   HARVARD ManageMentor   Linked in Learning   HARVARD OFFICE FOR EQUITY, DIVERSITY, INCLUSION & BELONGING

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Recommended Classes and Resources for Grade 59

Addressing Microaggressions at Work	Administrative Fellows Program	Becoming a Coaching Manager
Becoming an Ally and Accomplice	Constructive Conversations and Delivering Feedback	Establishing Your Leadership Brand
Facilitation Skills for Managers and Leaders	Foundations of Leadership	Harvard Senior Administrator Fellowships for Professional and Lifelong Learning
Introduction to EDIB Academy	Leadership In Action	Leading People
Managing Teams	Motivating and Retaining Your Team	Succeeding in a Dynamic Work Environment
Understanding Unconscious Bias	Universal Manager Training	

Classes offered through:

CWD   HARVARD ManageMentor   Linked in Learning   HARVARD OFFICE FOR EQUITY, DIVERSITY, INCLUSION & BELONGING

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Recommended Classes and Resources for Grade 60

Addressing Microaggressions at Work	**Becoming an Ally and Accomplice**	**Change Leadership**
Culture Change Toolkit	**Diversity, Inclusion, Belonging, and Equity Toolkit**	**EVP Talent Development Program**
Focused Leadership	**Harvard Senior Administrator Fellowships for Professional and Lifelong Learning**	**Introduction to EDIB Academy**
New Leader Acclimation Process	**Organization Redesign Toolkit**	**Strategic Planning Toolkit**
Succeeding in a Dynamic Work Environment	**Team Effectiveness**	**Understanding Unconscious Bias**
Universal Manager Training		

Classes offered through:

CWD   HARVARD ManageMentor   Linked in Learning   HARVARD OFFICE FOR EQUITY, DIVERSITY, INCLUSION & BELONGING

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Addressing Microaggressions at Work

About:

Offered through   CENTER FOR WORKPLACE DEVELOPMENT

In this workshop, participants will explore different types of microaggressions and how they may appear in the workplace. Through small and large group discussion, participants will examine the differences between intention and impact and learn key strategies for addressing microaggressions in ways that foster shared understanding and growth. Participants will leave with actionable steps that they can begin to apply immediately.

EDIB Academy was created to increase cultural competency among Harvard employees and foster a community of engagement around inclusion and belonging. This series shares perspectives on marginalized identities with an emphasis on reflection and understanding on foundational EDIB concepts.

Duration:
120 Min

For Grades:
56-60

Participants will increase their level of knowledge in:

- Defining microaggressions
- Understanding how microaggressions cause harm in the workplace
- Recognizing your role in addressing microaggressions
- Practicing recommended ways to respond to microaggressions in the workplace

Leadership Competencies

- **Valuing Diversity**

Visit The Class

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Administrative Fellows Program

About:

Offered through **CENTER FOR WORKPLACE DEVELOPMENT**

Harvard University's Administrative Fellowship Program (AFP) is one of the cornerstones of our diversity and inclusion efforts. Launched in 1989, the program seeks talented, mid-career professionals (in particular, members of historically underrepresented groups) to promote leadership opportunities and careers in higher education.

The University encourages applications from individuals from diverse backgrounds and others who may contribute to Harvard's leadership. To this end, the Administrative Fellowship Program offers a leadership experience complemented by a professional development program.

Duration:
10 Months

For Grades:
57-58-59

Participants will increase their level of knowledge in:

- Exposure to and engagement with senior leadership in higher education
- Reflection and self-assessment, career growth and development
- Multiple professional networking opportunities
- Unique and valuable experience working in the Harvard University environment

Leadership Competencies

- **General Leadership**

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Attracting and Cultivating Talent

About:

Offered through **HARVARD ManageMentor®**

As a manager, you play an important role in creating a fulfilling work experience for the people on your team. Discover how to attract, hire, develop and keep talent people who will grow and thrive throughout their employee journey.

Duration:
76 Min

For Grades:
58

Participants will increase their level of knowledge in:

- Shaping a positive employee journey
- Attracting the talent you need
- Hiring and onboarding team members
- Engaging and keeping employees
- Managing team transitions

Leadership Competencies

- **Building a High-Performing Team**

Visit The Class

Note: if launching this course, please close your current browser and open a new one

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Becoming a Coaching Manager

About:

Offered through CENTER FOR WORKPLACE DEVELOPMENT

This class meets for 6-hours over 2-days (3-hours each day), with 2-weeks between classes. This interactive session includes skill-practice opportunities in a safe environment with manager peers. You will explore the coaching manager's mindset and practice foundational coaching skills including listening and the use of open-ended questions. Coaching is a reflective conversation focused on leveraging and enhancing the staff member's skills, knowledge, abilities, and perspective to achieve one's goals and further engagement. You will be expected to apply concepts between sessions and reflect on your experience to develop confidence and skills.

Duration:
360 Min

For Grades:
57-58-59

Participants will increase their level of knowledge in:

- Three frameworks for a coaching mindset, skills, and each conversation
- Tips for adapting your coaching style to different circumstances
- Strategies for integrating coaching into your personal management style

Leadership Competencies

- **Building a High-Performing Team**

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Becoming an Ally and Accomplice

About:

Offered through **CENTER FOR WORKPLACE DEVELOPMENT**

In a world seeking allyship, what does it mean to be an "accomplice"? In this workshop, participants will learn the roles of allies and accomplices to dismantle systems of oppression. Participants will learn about the different types of allies that contribute to uplifting those around you that have been marginalized. Participants will explore how their privilege can be relative in situations at work and they will assess how their privilege is best leveraged when taking action.

EDIB Academy was created to increase cultural competency among Harvard employees and foster a community of engagement around inclusion and belonging. This series shares perspectives on marginalized identities with an emphasis on reflection and understanding on foundational EDIB concepts.

Duration:
120 Min

For Grades:
56-57-58-59-60

Participants will increase their level of knowledge in:

- Defining the roles of allies and accomplices
- Identifying specific ways to take action as an ally or an accomplice
- Analyzing common personal and workplace obstacles that prevent one from taking action
- Exploring ways to overcome barriers to action

Leadership Competencies

- **Valuing Diversity**

Visit The Class

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Best Practices to Create a Culture of Career Development

About:

Offered through CENTER FOR WORKPLACE DEVELOPMENT

According to a 2023 Deloitte report on higher education (2023 Higher Education Trends), 57.2% of college and university employees are likely to search for a new job in the next 12 months. The study states that campus employees want, among other things, "advancement opportunities." Focusing on building a culture of career development will directly impact your staff retention, morale, and employee engagement.

Duration:
90 Min

For Grades:
57

Participants will increase their level of knowledge in:

- Utilizing case studies and practicing strategies to meaningfully engage with your staff about their careers, and help them grow their skills and talent.

Leadership Competencies

- **Building a High-Performing Team**
- **Building Trust**

Visit The Class

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Building Accountability into Your Culture

About:

Offered through **Linked**in Learning

Leaders must model accountability to the rest of the organization to create trust and establish their own credibility. Employees must be held accountable for their work, both as individuals and within teams. When leaders and employees are accountable, this creates a culture of accountability, which becomes part of the organization's brand promise.

Duration:
34 Min

For Grades:
57

Participants will increase their level of knowledge in:

- The similarities and differences between accountability and responsibility
- Setting employee expectations
- Defining accountability for a team
- Identifying ways leaders model accountability
- Aligning the practice of accountability with the values of your organization
- Creating a culture of accountability by developing accountability at the individual level, team level, and brand level

Leadership Competencies

- **Building a High-Performing Team**
- **Pursues Excellence**

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Managers Learning Path

Center for Workplace Development

Change Leadership

About:

Offered through **CENTER FOR WORKPLACE DEVELOPMENT**

In this two-part series leaders will explore different types of organizational change and skills for effectively leading change. Whether you want to learn steps for implementing a change effort or strategies for navigating personal reactions to change, this series will be useful. Leaders will have a chance to talk about their personal change challenges and get strategies relevant for them.

Duration:
120 Min

For Grades:
60

Participants will increase their level of knowledge in:

- Types of change and how to adapt one's approach based on the type of change
- Various change styles that people have when responding to change
- Strategies for implementing change and mitigating resistance to change

Leadership Competencies

- **Managing Change**
- **Pursues Excellence**

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HHR Team - June 2023

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Change Management

About:

Offered through **HARVARD ManageMentor®**

In today's organizations, change may be the only constant. By learning to navigate change, you can change uncertainty into opportunity – and that benefits you, your team, and your organization.

Duration:
120 Min

For Grades:
58

Participants will increase their level of knowledge in:

- Recognizing their role in change
- Navigating continual change
- Inspiring your team to initiate change
- Leading a change initiative
- Addressing resistance to change

Leadership Competencies

- **Managing Change**

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Note: if launching this course, please close your current browser and open a new one

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Constructive Conversations and Delivering Feedback

About:

Offered through   CENTER FOR WORKPLACE DEVELOPMENT

This session offers managers tools and insights for delivering feedback that acknowledges the nuances that come with Dynamic Work. Managers will have the opportunity to bring a real-life example, or they will be provided with a scenario to practice formulating an approach to feedback as well as practicing delivery.

Duration:
90 Min

For Grades:
57-58-59

Participants will increase their level of knowledge in:

- Identifying the challenges within constructive conversations and feedback
- Calling attention to the nuances of giving feedback in a Dynamic Work environment
- Drafting and delivering constructive feedback

Leadership Competencies

- **Building a High-Performing Team**
- **Building Trust**
- **Problem Analysis and Problem Solving**
- **Pursues Excellence**
- **Teamwork and Collaboration**

Visit The Class

Managers Learning Path

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Creating a High-Performance Culture

About:

Offered through **Linked in** Learning

If you're a leader, you're responsible for establishing the culture in your organization. In order to remain competitive, you need to build a culture of high performance. In this course, you will learn how to define your organization's culture, set direction, manage organizational performance, and ensure the right platforms and processes are in place to reinforce the culture. Real-world examples and actionable tips are also shared.

Participants will increase their level of knowledge in:

- Identifying the components of high-performing cultures
- Assessing and evaluating your current culture
- Defining high performance
- Creating a compelling vision and mission
- Comparing and contrasting communication vehicles
- Explaining what culture is and listing ways to reinforce it
- Identifying tools for measuring and balancing results

Leadership Competencies

- **Building a High-Performing Team**
- **Managing Change**
- **Pursues Excellence**

Duration:
64 Min

For Grades:
58

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Culture Change Toolkit

About:

Offered through **HARVARD** OFFICE FOR EQUITY, DIVERSITY, INCLUSION & BELONGING

This Culture Change overview was developed by the Harvard Human Resources Center for Workplace Development and is intended for use by School/Unit leaders and managers across Harvard, as well as EOE consultants and HR partners.

The toolkit is designed to help leaders better understand their organizational culture, identify elements that they'd like to change, and develop a strategy for fostering that cultural shift. This toolkit is a resource to help you guide, lead and manage culture change effectively with special attention to the challenges we face as a result of the pandemic.

Duration:
Varies

For Grades:
60

Participants will increase their level of knowledge in:

- Understanding your organizational culture
- Analyzing the culture of your organization
- Identifying opportunities for culture change
- Matching strategy and culture
- Focusing on critical behavior shifts
- Finding and replicating existing behavior shifts
- Deciding on formal and informal interventions
- Measuring and monitoring progress

Leadership Competencies

- **Managing Change**
- **Pursues Excellence**

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Delegating Tasks

About:

Offered through **Linked in** Learning

These days, we're all overwhelmed. We can't make more time, and our professional obligations aren't going away. The only answer is delegation. Delegation is key for managers as you ascend in your organization. But even if you're just starting out and don't have any direct reports, there will be times you'll need to delegate to colleagues, which can be awkward. Learn the right way to get help, maintain your high-quality standards, and leverage delegation to help scale your impact and achieve more in years to come.

Participants will increase their level of knowledge in:

- Building the right mindset to delegate work without micromanaging it
- Delegating to a direct report or to a colleague
- Following up on tasks you've delegated
- Taking appropriate action when someone makes a mistake

Leadership Competencies

- **Building a High-Performing Team**
- **Building Trust**

Duration:
50 Min

For Grades:
56

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Developing Leadership Presence

About: Offered through **Linked in** Learning

Leadership presence isn't about personality or genetics. You can learn to project strong self-confidence, clarity and credibility even under conditions of stress, pressure and uncertainty. In this course, you will learn step-by-step methods to develop leadership presence, the four key factors that drive leadership presence, and the specific actions to make them work for you.

Duration:
40 Min

For Grades:
58

Participants will increase their level of knowledge in:

- The difference between internal and external presence
- How to enhance internal and external presence to increase your self-assurance and positive influence on others
- How to maintain an authentic leadership presence, staying true to yourself and your values

Leadership Competencies

- **General Leadership**

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Diversity, Inclusion, Belonging, and Equity Toolkit

About:

Offered through **HARVARD** OFFICE FOR EQUITY, DIVERSITY, INCLUSION & BELONGING

This Diversity, Inclusion, Belonging and Equity (DIB&E) Toolkit was developed by the Harvard Human Resources Center for Workplace Development to be used as a resource for Executive Organization Effectiveness (EOE) Consultants, HR Consultants, HR Directors, Business Partners, Diversity Inclusion & Belonging Leadership Council, School and Unit Leaders, and managers across Harvard University.

This toolkit will help leaders in creating a positive climate in which people listen to each other's perspectives, understand and respect cultural differences, and work to accomplish organizational goals. It will also assist leaders in creating a work and learning environment where staff can feel safe to be authentic, and to bring their 'best self' into the workplace by modeling appropriate behaviors to reinforce organizational commitment and priority of DIB&E

Duration:
Varies

For Grades:
60

Participants will increase their level of knowledge in:

- Common definitions and language of DIB&E
- The leader and manager role in advancing DIB&E
- Qualitative and quantitative measures to monitor the impact of DIB&E practices, and individual and organizational progress toward Harvard's vision of sustainable inclusive excellence
- Developing and implementing best DIB&E practices within organizations
- Determine strategies and actions to nurture sustained individual and organizational effectiveness

Leadership Competencies

- **Valuing Diversity**

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Dynamic Work in Action: Activate Trust and Connection

About:

Offered through

CENTER FOR
WORKPLACE DEVELOPMENT

This session focuses on the role of emotional intelligence and support for well-being that managers can provide to their direct reports. This session also discusses how demonstrating equity and inclusion can influence trust and engagement.

Duration:
90 Min

For Grades:
57

Participants will increase their level of knowledge in:

- Recognizing the role of empathy in management
- Identifying key elements of trust
- Acknowledging and prioritizing equitable practices and proactive inclusion

Leadership Competencies

- **Building Trust**
- **Building a High-Performing Team**

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Dynamic Work in Action: Align Values, Goals, and Performance Outcomes

About:

Offered through   CENTER FOR WORKPLACE DEVELOPMENT

This session is designed for managers to articulate goals that represent team values and lead to impacting performance outcomes. This session particularly focuses on how to leverage goal setting and performance outcomes that support dynamic work and flexible work schedules.

Duration:
90 Min

For Grades:
57

Participants will increase their level of knowledge in:

- Constructing team goals in alignment with department mission and values
- Implementing outcomes-based goal setting
- Identifying how to measure performance and maintain progress toward goals

Leadership Competencies

- **Building a High-Performing Team**

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Dynamic Work in Action: Apply Communication Norms for Proactive Engagement

About:

Offered through

CENTER FOR WORKPLACE DEVELOPMENT

This session highlights meeting and scheduling best practices to promote engagement and relationship building in the new era of dynamic work. This session particularly focuses on how effective communication norms can provide structure to achieve desired team engagement and relationship building.

Duration:
90 Min

For Grades:
57

Participants will increase their level of knowledge in:

• Developing a structure for evaluating capacity and resiliency
• Determining norms of your digital workplace

Leadership Competencies

• **Building a High-Performing Team**
• **Teamwork and Collaboration**

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Effective Negotiation Skills

About:

Offered through   CENTER FOR WORKPLACE DEVELOPMENT

This session is dedicated to developing effective plans and strategies for negotiations with ample in-class practice time. Please bring a personal example of a potential negotiation to practice developing your skills confidentially (only share what is helpful to practice).

Duration:
150 Min

For Grades:
56-57-58

Participants will increase their level of knowledge in:

- How to minimize conflicts and deadlocks
- Asking and answering questions to manage the negotiation
- How to read non-verbal signals

Leadership Competencies

- **Problem Analysis and Problem Solving**
- **Teamwork and Collaboration**

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Establishing Your Leadership Brand

About:

Offered through **Linkedin** Learning

Leadership is about people management, being a role model and guiding your team to success. Leadership is also about how you are perceived by others. In this course, you will identify who you are as a leader and how to use that to define your leadership brand and achieve long-term success.

Duration:
40 Min

For Grades:
59

Participants will increase their level of knowledge in:

- Discovering who you are as a leader
- Defining your expertise to help you succeed professionally and personally
- Making a positive impact on your team
- Creating the steps you need to embody your brand

Leadership Competencies

- **General Leadership**

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EVP Talent Development Program

About:

Offered through
CENTER FOR WORKPLACE DEVELOPMENT

A cohort program for executives in grades 60+ that is offered every-other-year, the Talent Development Program provides a number of comprehensive development opportunities, including:

- Exposure to senior leaders across the University
- Faculty-led leadership development sessions that focus on timely topics such as creating culture, inclusion, innovation, and leadership in higher education
- Group mentoring led by university leaders

Duration:
Seven Months

For Grades:
60

Participants will increase their level of knowledge in:

- Navigating the Harvard environment as a senior leader
- The benefits of peer mentoring
- Timely leadership topics for senior leaders at the university

Leadership Competencies

- **General Leadership**

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Facilitation Skills for Managers and Leaders

About:

Offered through **Linked in** Learning

Leaders wear many hats. Sometimes you need to manage; sometimes you simply need to facilitate to empower your teams to excel on their own. In this course you will learn how facilitation skills can help you create high-performing, autonomous teams; how to develop the core skills of a facilitative leader, such as developing your emotional intelligence, active listening, asking powerful questions, and engaging productive conflict; and being flexible in your own thinking so as to make room for your team's input. The course concludes by outlining the most common challenges that leaders and managers face when using facilitation skills with their team.

Duration:
43 Min

For Grades:
59

Participants will increase their level of knowledge in:

- Recognizing the activities that differentiate facilitation from management
- Identifying the signs of groupthink during a facilitation
- Engaging conflict in a productive manner

Leadership Competencies

- **Building a High-Performing Team**

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Feedback Essentials

About:

Offered through **HARVARD ManageMentor®**

Feedback is a key ingredient in fostering learning and high performance on your team. Discover how to make it part of your team's routine and how to ask for feedback to improve your own performance

Duration:
120 Min

For Grades:
56

Participants will increase their level of knowledge in:

- Why people avoid feedback
- Giving fair, effective feedback
- Customizing feedback to enhance its receptivity
- Creating a supportive environment
- Seeking feedback to improve your own performance

Leadership Competencies

- **Building a High-Performing Team**
- **Managing Change**
- **Pursues Excellence**

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Focused Leadership

About:

Offered through **CENTER FOR WORKPLACE DEVELOPMENT**

An intensive executive coaching program designed for high-performing senior managers.

Program Features

- Five group workshops; five individual, one-on-one coaching meetings; peer learning partner; 360° assessment; and creation of individual development plan
- Participants will identify specific goals and create a development plan for achieving them through practice and experimentation with new behaviors. Participants are supported in making behavior change by learning structures, including a cohort of their peers, a coach, a learning partner, and program instructors

Duration:
6 Months

For Grades:
60

Participants will increase their level of knowledge in:

- Leveraging their unique leadership strengths and addressing their challenges
- Creating habits for sustained behavior change

Leadership Competencies

- **General Leadership**

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Foundations of Leadership

About:

Offered through CENTER FOR WORKPLACE DEVELOPMENT

A five-week leadership program for managers who are strong performers and who supervise at least one permanent staff member.

Completion of Universal Manager Training is required to attend.

Program Features

Weekly workshops, individual development planning, and dedicated time focused on the role of the Harvard manager, emotional intelligence, communicating effectively, mediation and managing across differences.

Duration:
5 x 6 Hr

For Grades:
57-58-59

Participants will increase their level of knowledge in:

- Gaining full understanding of your management strengths and development needs and how they affect the functioning of a work group
- Developing critical skills for managing staff in a diverse and inclusive environment, such as mediation and problem-solving and valuing diversity
- Building relationships with and learning from peers across the University

Leadership Competencies

- **General Leadership**

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Giving and Receiving Feedback

About:

Offered through **CENTER FOR WORKPLACE DEVELOPMENT**

In this session you will learn how to give detailed feedback and how to have the right mindset when receiving input from others. Whether it's with peers, managers, or colleagues, you will practice techniques that can improve your personal performance, impact your development, and help strengthen your working relationships.

Participants will increase their level of knowledge in:

- Applying frameworks for delivering positive and constructive feedback
- Using techniques for soliciting feedback
- Creating approaches for having a growth mindset

Leadership Competencies

- **Building a High-Performing Team**
- **Building Trust**

Duration:
120 Min

For Grades:
56

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Harvard Senior Administrator Fellowships for Professional and Lifelong Learning

About:

Offered through **CENTER FOR WORKPLACE DEVELOPMENT**

The Harvard Senior Administrator Fellowships for Professional and Lifelong Learning allow qualifying staff to participate in the University's Executive Education and Continuing Education programs, mostly at no cost.

Harvard's Executive Education programs attract accomplished leaders from around the globe who come to learn from our renowned faculty and each other, while addressing their strategic challenges. Program topics include leadership, negotiation, management, strategy, and operations.

Duration:
Varies by class

For Grades:
59-60

Participants will increase their level of knowledge in:

- Unique for each applicant. Leaders and staff are encouraged to apply for a fellowship in an area that will advance their thinking and professional practice

Leadership Competencies

- **General Leadership**

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Introduction to EDIB Academy

About:

Offered through **CENTER FOR WORKPLACE DEVELOPMENT**

While everyone is at a different place in their equity, diversity, inclusion and belonging (EDIB) journey, Intro to EDIB Academy is a common launchpad for bringing that journey to Harvard. In this workshop, you will develop foundational understanding of core concepts and explore how your own identity and experiences contribute to Harvard culture and systems of inclusion. This session guides participants in assessing their level of diversity awareness with activities such as "How Diverse is Your Universe." This workshop offers multiple opportunities for self-reflection as well as group discussion.

EDIB Academy was created to increase cultural competency among Harvard employees and foster a community of engagement around inclusion and belonging. This series shares perspectives on marginalized identities with an emphasis on reflection and understanding on foundational EDIB concepts.

Duration:
180 Min

For Grades:
56-57-58-59-60

Participants will increase their level of knowledge in:

- Beginning a process of building a community of change at Harvard
- Defining Equity, Diversity, Inclusion, and Belonging in the context of the workplace
- Exploring the various parts of our identities that shape how we view ourselves and others
- Developing a better understanding of our individual levels of diversity awareness
- Creating a personal action plan and learning journey to enhance your diversity awareness and assist in creating a culture of inclusion

Leadership Competencies

- **Valuing Diversity**

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Managers Learning Path

Center for Workplace Development

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Leadership In Action

About:

Offered through **CENTER FOR WORKPLACE DEVELOPMENT**

A year-long program for high-performing mid-to senior level managers who have demonstrated leadership capability.

Universal Manager Training is a pre-requisite for participation in Leadership in Action.

Program Features

Monthly group workshops, a 360° assessment, individual development planning, and dedicated time spent focused on strategic thinking, engaging and developing others, negotiation skills, organizational awareness, leading in a changing environment, valuing diversity, and building high performance work teams.

Duration:
October through June

For Grades:
58-59

Participants will increase their level of knowledge in:

- Gaining a full understanding of current leadership strengths and development areas and how they affect the functioning of workgroups
- Developing the ability to influence others and improve performance of work groups by better understanding human interactions
- Building relationships with and learning from peers across the University

Leadership Competencies

- **General Leadership**

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Grade 56   Grade 57   Grade 58   Grade 59   Grade 60

Leading People

About:

Offered through **HARVARD ManageMentor®**

How can you become an effective and inspiring leader? Begin by defining your values and vision, and deepening your self-management skills. Then learn how to create the conditions for others to success – even when your team isn't working in the same physical space.

Participants will increase their level of knowledge in:

- The qualities of an effective leader
- Defining themselves as a leader
- Leading with emotional intelligence
- Building trust
- Empowering your team
- Inspiring collaboration across distance / different locations

Leadership Competencies

- **Building a High-Performing Team**
- **Building Trust**

Duration:
120 Min

For Grades:
58-59

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Note: if launching this course, please close your current browser and open a new one

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Leading Productive Meetings

About:

Offered through **Linked in** Learning

Feel like you're having too many meetings? Wonder if they're as effective as they could be? In this course, you will learn a simple, usable framework that can help you get the most from your meetings— whether in person or virtual— by turning them into productive avenues for communicating, connecting, and accomplishing real work. In addition, you will learn how to effectively schedule, conduct, and follow up on meetings with minimum time and maximum results.

Participants will increase their level of knowledge in:

- Planning how to use technology successfully in your meetings
- Determining how to select and support a meeting leader
- Preparing what you need to make meaningful commitments in a meeting
- Identifying successful ways to initiate a meeting
- Proposing challenging ideas while promoting and maintaining healthy relationships
- Delegating and coordinating work successfully
- Following up consistently to create a workplace culture of accountability

Leadership Competencies

- **Problem Analysis and Problem Solving**

Duration:
61 Min

For Grades:
56-57

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How to Have productive One-on-One Meetings

About:

Offered through **Linked**in Learning

Regular one-on-one meetings provide managers with an opportunity to head off problems and efficiently answer the many small, quick questions that arise during the workweek.

In this course, you will learn how to establish a one-on-one meeting schedule and agenda, assign and review actions items, and assess the results of the meeting and follow up on promises. The course also explains how to effectively listen to employees' needs and when to offer training and development.

Duration:
25 Min

For Grades:
57

Participants will increase their level of knowledge in:

- Setting up a one-on-one meeting
- Running a one-on-one
- Reviewing and closing action items
- Reassessing the effectiveness of one-on-one meetings

Leadership Competencies

- **Building Trust**

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Manager's Community Forum

About:

Offered through   CENTER FOR WORKPLACE DEVELOPMENT

Unlike CWD's traditional classes, the Manager's Community Forum is a facilitated dialogue among managers at Harvard to create a powerful dynamic of sharing, learning, and connection. The purpose of this session is to engage in best practice exchange to overcome challenges in your role and create healthier teams across Harvard. Prior to the session, managers will fill out a short survey that will determine common themes for discussion.

Duration:
90 Min

For Grades:
57

Participants will increase their level of knowledge in:

- Recognizing and analyzing common challenges that Harvard managers face
- Applying best practices from peers across the university
- Connecting with a community of managers with a growth-mindset

Leadership Competencies

- **Pursues Excellence**
- **Valuing Diversity**

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Managing Teams

About:

Offered through **Linkedin** Learning

Group dynamics impact productivity and employee satisfaction, so it's important for managers to cultivate positive relationships among coworkers.

This course covers motivating your team, managing team performance, establishing your identity and authority within a group, addressing conflict, and making work fun. Full of practical tips and useful strategies, this course is a great reference for first-time managers and for more experienced managers who may need to address a specific issue with their team.

Duration:
83 Min

For Grades:
58-59

Participants will increase their level of knowledge in:

• Building initial rapport
• Signaling fairness and integrity
• Communicating proactively
• Facilitating efficient meetings
• Using your authority effectively

Leadership Competencies

• **Building a High-Performing Team**

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Motivating and Retaining Your Team

About:

Offered through **CENTER FOR WORKPLACE DEVELOPMENT**

Do you want to know what keeps your employees engaged and prevents them from leaving your organization? In this workshop, you will learn the key strategies associated with conducting stay interviews.

Equip yourself with the right questions to ask your staff like "what do you look forward to everyday at work?", "what do you think of the way employees are recognized?", and "when was a time within the past year, that you view as a good day at work?". You will learn the right questions to ask, and how to utilize the key strategies to measure engagement and communicate with members of your team about the most, and least, motivating aspects of their job.

Duration:
120 Min

For Grades:
57-58-59

Participants will increase their level of knowledge in:

- Key strategies associated with conducting stay interviews
- The right questions to ask to measure engagement and motivation
- How to retain employees on your team

Leadership Competencies

- **Building a High-Performing Team**

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Navigating Change

About:

Offered through CENTER FOR WORKPLACE DEVELOPMENT

This class will focus on characteristics and perceptions of the different styles of change. We'll explore the emotional effect, fundamental core concerns, and the impact if they are met or overlooked. Participants will leave with direction towards what they can achieve to feel more comfortable navigating change.

Duration:
90 Min

For Grades:
56

Participants will increase their level of knowledge in:

• Characteristics and perceptions of different styles of change
• The emotional component to change
• How core concerns play a vital part in managing change

Leadership Competencies

• **Managing Change**

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Navigating Difficult Conversations

About:

Offered through   CENTER FOR WORKPLACE DEVELOPMENT

In this session, you will practice how to deliver a difficult message with poise, empathy and resolve. You will explore the nature of difficult conversations and what it takes to navigate them to generate solutions and tolerate the discomfort that comes with knowing difficult conversations are a part of how we learn and grow.

Participants will increase their level of knowledge in:

- How to use empathy to minimize negative responses
- The importance of strengthening relationships
- How to bring a difficult conversation to a close

Leadership Competencies

- **Building Trust**
- **Problem Analysis and Problem Solving**
- **Pursues Excellence**
- **Teamwork and Collaboration**

Duration:
150 Min

For Grades:
56

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New Leader Acclimation Process

About:

Offered through   CENTER FOR WORKPLACE DEVELOPMENT

The New Leader Acclimation Process (NLAP) helps foster a smooth transition into a new senior level position for both internal promotions and external hires, and is a partnership between the coach, the new senior leader, and their manager. Senior-leader onboarding coaching helps newly placed faculty leaders and executives navigate areas most critical to their success.

Contact your HR or OD consultant for additional information.

Participants will increase their level of knowledge in:

- Developing a plan for the first months in the new role
- Building and strengthening relationships across the organization
- Measuring success in the new role

Leadership Competencies

- **General Leadership**

Duration:
6 Months

For Grades:
60

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New Manager Foundations

About: Offered through **Linked**in Learning

As a new manager, you need to establish your identity as a leader, connect with your team, build trust, develop authority and more. In this comprehensive course, you will be guided through the foundations for success as a new manager. This course helps you prepare to confidently tackle your responsibilities at work and increase your value to the organization as a new manager.

Participants will increase their level of knowledge in:

- Setting yourself up for success in your new role
- Exploring effective ways to connect with your team, build trust, and use authority successfully as a new manager
- Guiding your team's performance
- Motivating your employees
- Managing in the face of change
- The importance of self-care and personal growth in filling your new role successfully

Leadership Competencies

- **Building a High-Performing Team**

Duration:
60 Min

For Grades:
57

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Organization Redesign Toolkit

About:

Offered through CENTER FOR WORKPLACE DEVELOPMENT

This toolkit will help leaders identify and execute a plan to address any changes to the design of their organization that are needed to be successful in this new dynamic work environment. It is intended to be used in partnership with your Human Resources Office, in consultation with CWD Executive & Organization Effectiveness as needed.

Duration:
One to Four Months

For Grades:
60

Participants will increase their level of knowledge in:

- Identifying drivers of and desired outcomes for a redesign
- Creating or updating the organization's strategic plan
- Aligning organizational culture
- Determining the structure and roles, effective processes, and capabilities needed to support the strategy
- Determining capabilities needed to support the strategy
- Communicating changes
- Measuring and monitoring progress

Leadership Competencies

- **Building a High-Performing Team**
- **Managing Change**

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The Power of a Positive No

About:

Offered through CENTER FOR WORKPLACE DEVELOPMENT

This workshop will explore challenges behind saying "no" and potential risks, impact, and feelings that prevent us from being honest. Learn how to say "yes" to yourself by identifying what is important and work towards a positive, respectful outcome at work or at home. This course is based on the Harvard Negotiation Program co-founder's book: The Power of a Positive No.

Participants will increase their level of knowledge in:

- Techniques to assert your interests while still respecting those of the other
- Tips for other ways of saying "no"
- How to invent options for mutual gain while standing up for yourself

Leadership Competencies

- **Building Trust**
- **Teamwork and Collaboration**

Duration:
90 Min

For Grades:
56

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Strategic Planning Toolkit

About:

Offered through — CENTER FOR WORKPLACE DEVELOPMENT

Toolkits are intended to be used by school and unit leaders and managers across Harvard in partnership with their CWD and HR colleagues. Frequently updated to reflect current realities, the toolkits offer step-by-step best practices for proactively leading and managing major organizational dynamics and change.

Strategic planning is a systematic process through which an organization agrees on – and builds commitment among key stakeholders to – priorities that are essential to its mission and are responsive to the environment. Strategic planning guides the acquisition and allocation of resources to achieve these priorities.

Duration:
Varies

For Grades:
60

Participants will increase their level of knowledge in:

- Designing a strategic planning process to meet the needs of your organization
- Articulating the mission, vision, and values for your organization
- Assessing the environment; Capturing the current state of the organization and its work and beginning to envision the organization's future
- Identifying priority issues; Considering themes from environmental scan and clarify areas of future focus

Leadership Competencies

- **Building a High-Performing Team**
- **Pursues Excellence**

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Succeeding in a Dynamic Work Environment

About:

Offered through CENTER FOR WORKPLACE DEVELOPMENT

Dynamic work, flex work, and hybrid work are all terms that get tossed around as we try to make sense of the post-quarantine workplace. But what do these terms mean and how can we ensure that we're using them correctly? This two-hour virtual workshop will help individual contributors understand the dynamic work environment and focus on ways they can contribute to the success of their team.

Duration:
120 Min

For Grades:
56-57-58-59-60

Participants will increase their level of knowledge in:

- Defining what we mean by Dynamic Work and why it's important
- Describing the University's Guiding Principles of Dynamic Work
- Identifying your individual strengths in dealing with an evolving workplace
- Practicing ways to contribute to your team's dynamic success

Leadership Competencies

- **Managing Change**
- **Pursues Excellence**

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Supervisor Skills Training

About:

Offered through   CENTER FOR WORKPLACE DEVELOPMENT

This 3-day training will focus on the essentials skills needed for supervisors to be successful in their roles. Distinct from managers, supervisors are focused on day-to-day operations of 'how' to implement management's decisions in their unit through the work of subordinates.

This training will cover important skills that supervisors need to be successful including: Performance Management, Feedback, Communication, Delegation, Resolving Conflict, and Fostering a Culture of Inclusion & Respect.

Duration:
9 Hr

For Grades:
56

Participants will increase their level of knowledge in:

- Managing performance and developing employees
- Giving and receiving feedback
- Communicating across the team
- Leading productive meetings
- Building trust with employees
- Delegating tasks and responsibilities
- Resolving conflict
- Fostering a culture of inclusion and respect

Leadership Competencies

- **Building a High-Performing Team**
- **Pursues Excellence**

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Team Effectiveness

About:

Offered through **CENTER FOR WORKPLACE DEVELOPMENT**

In this two-part series leaders will explore the elements of an effective team. Whether you want to improve your team's outward performance and results or foster effective internal team dynamics, this series will be useful. Leaders will have a chance to reflect on their own teams and leave with next steps to apply.

Duration:
120 Min

For Grades:
60

Participants will increase their level of knowledge in:

- Elements that foster high team performance and productive team dynamics
- The role of the team leader in setting the tone
- Strategies for assessing and strengthening one's own team

Leadership Competencies

- **Building a High-Performing Team**

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Understanding Unconscious Bias

About:

Offered through   CENTER FOR WORKPLACE DEVELOPMENT

In this workshop, you will learn how the brain is naturally inclined to make generalizations that may negatively impact others and learn how to manage it. When these generalizations result in stereotypes and biases, marginalized employees are at greater risk to suffer unfair treatment and judgment through no fault of their own. While we cannot completely rid ourselves of unconscious bias, we can learn how to identify and disrupt bias. This workshop reveals bias as a byproduct of socialization and provides insight on circumstances where there is a heightened risk of bias.

EDIB Academy was created to increase cultural competency among Harvard employees and foster a community of engagement around inclusion and belonging. This series shares perspectives on marginalized identities with an emphasis on reflection and understanding on foundational EDIB concepts.

Duration:
120 Min

For Grades:
56-57-58-59-60

Participants will increase their level of knowledge in:

- Understanding the roots of bias
- Defining different types of bias and how they affect us at work
- Identifying factors that contribute to bias
- Implementing strategies to manage bias and make more equitable decisions

Leadership Competencies

- **Valuing Diversity**

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Universal Manager Training

About:

Offered through **CENTER FOR WORKPLACE DEVELOPMENT**

This program focuses on equipping managers with the core knowledge and skills required to successfully manage at Harvard. Topics include important laws, policies, and skills necessary for successfully managing people and for creating an environment that is safe, productive, and diverse. In an effort to maximize managers' participation in the program, content will be offered in a blended format (a mix of online modules and virtual, live sessions), with a focus on relatable case scenarios.

Duration:
3 x 3 Hr

For Grades:
57-58-59-60

Participants will increase their level of knowledge in:

- A manager's role related to compliance with employment laws like FMLA and Title IX
- Strategies for creating a safe, productive, and diverse work environment
- Key interpersonal skills needed to successfully manage people

Leadership Competencies

- **Building Trust**
- **Pursues Excellence**

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