

REGISTRATION

This page provides an overview of CWD courses. To register, visit the [Harvard Training Portal](#) and sign in using your HarvardKey. There you will also find detailed descriptions and any pre-course requirements. If you are interested in taking a course, please consult with your manager before registering.

LYNDA.COM

Lynda.com is an online training site with over 4,000 classes on Microsoft and Adobe products, business skills, web design, computer programming, audio and video tools, and much more. Lynda is available free of charge to Harvard staff, faculty, and students. For details, go to: <http://lynda.harvard.edu>.

Coaching Manager

Coaching is a reflective conversation focused on leveraging and enhancing a staff member's skills, knowledge, abilities, and perspective to achieve one's goals and further engagement. This interactive 2-day session will include 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.

Cost: \$75

Building Commitment for Change

One key responsibility of managers at Harvard is to help foster commitment to the inevitable changes that occur regularly within our Schools, departments, and teams. This session uses a time-tested framework and self-assessment to teach managers how to communicate about change in a way that generates buy-in and minimizes resistance.. You will have an opportunity to discuss, exchange ideas, and explore challenges of managing your own change challenge.

Cost: \$50

Communication for Managers

This session explores communication styles and techniques for effective communication within the nuanced relationship of manager and staff member. You will gain insight into your personal communication style and the impact it has on your team. You will also learn techniques for delivering feedback, asking questions, and listening and how your style may flavor how you use these skills.

NOTE: some concepts and activities in this workshop are drawn from another CWD course, Communicating at Work. While this session is focused on managerial communication, there is a degree of overlap as great communication skills cross all organizational roles.

Cost: \$50

Creating an Environment of Trust & Transparency

This session will explore the personal virtues associated with trust. You will learn how leaders can embody those virtues and encourage them in a culture (on a team or in a larger department or unit). You will then discuss transparency as an institutional value that can be role-modeled and encouraged in support of open, honest communication and healthy risk.

Cost: \$50



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Creating a Strategic Plan

This session will highlight how to formulate a plan, provide an overview of the strategic planning process, and demonstrate how to start with the end in mind. Transitions from planning to implementation will also be covered. You will leave with tools and templates to lead a strategic planning process with your team.

Cost: \$50

Interviewing Skills for Hiring Managers

This session will focus on how to interview candidates for a job while being mindful of limited time. You will learn how to assess knowledge, skills, and experience to determine if candidates are qualified for the role, and discuss what should be considered in making the final decision to hire a candidate.

Cost: \$25

Managing a Team

Managing a team well can considerably impact performance, engagement and trust on a team. This workshop will explore six characteristics of a high performing team: Common Purpose, Clear Roles, Effective Processes, Accepted Leadership, Excellent Communication, and Solid Relationships. You will learn tools for incorporating these characteristics into your own team and how to use team norms as a way of maintaining them.

Cost: \$50

Managing and Allocating Resources

Resource allocation is one of the core competencies for all managers at Harvard. This session will explore the key role managers play in setting an overarching strategy for what is to be achieved, and then aligning financial and human resources in support of the plan.

Cost: \$50

Succession Management

This workshop will define and share a model for succession management. You will learn the role of a manager in succession management and discuss how to ensure changes don't adversely impact continuity and team performance.

Cost: \$50



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Universal Manager Training

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 and classroom sessions), and periodic discussion on relatable case scenarios.

Cost: \$0

Workplace Reasonable Accommodation Request Process

This workshop will provide a foundation of information for inclusion of individuals with disabilities in the workplace. Human Resources and University managers will be oriented to the partnership provided by University Disability Services. Participants will be able to define disability and impairment under The Americans with Disabilities Act Amendment (ADAAA). A case study will be presented, which will allow participants an opportunity to engage in a critical case analysis discussion.

Cost: \$0