### Career Development

**Cover Letters Do Count!**
- November 4

**Finding Renewed Focus on Your Career**
- **New**
  - September 28
  - October 29

**Quick Tips for Effective Resumes**
- October 6
- December 3

**Tap into the Potential of Your Unique Strengths**
- September 24
- December 9

**Unlocking the Power of LinkedIn**
- October 21

**Write a LinkedIn Profile that Works for You!**
- October 13

### Communication

**Editing and Proofreading**
- October 5
- November 30

**Effective Negotiation Skills**
- September 23
- October 26

**Email for Action**
- October 6
- December 16

**How to Use Social Media at Harvard**
- October 21
- December 2

**Influencing Without Authority**
- October 5
- November 16
- December 9

**Navigating Difficult Conversations**
- September 22
- October 27

**The Power of a Positive No**
- October 19
- December 2

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### Diversity, Inclusion & Belonging (DIB)

**Diversity, Inclusion and Belonging (DIB) Academy:**

This six-session curriculum explores diversity, inclusion, identity, and biases, and uncovers how power and privilege impact people, policies, procedures, and practices. Participation in the DIB Academy will increase your ability to contribute to Harvard’s mission to be the world’s recognized leader in inclusive excellence by fostering a culture where everyone can thrive.

1. **Introduction to Diversity, Inclusion, and Belonging**
2. **Understanding Unconscious Bias**
3. **The Intersection of Power, Privilege and Oppression** *(Launches October 26)* **New**
4. **Microaggressions** *(Launches November 16)* **New**
5. **Anti-Black Racism** *(coming soon)*
6. **Allyship** *(coming soon)*

Participants will take workshops in the order shown above, as each serves as a prerequisite to the session that follows.

<table>
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<tr>
<th>Workshop Title</th>
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<tr>
<td>Introduction to DIB*</td>
<td>September 21</td>
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<td>Understanding Unconscious Bias*</td>
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<td>The Intersection of Power, Privilege and Oppression*</td>
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<td>Microaggressions*</td>
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<td>December 7</td>
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Providing employees with skills and confidence in their current roles to meet career goals and prosper in their personal lives.

Citizenship Preparation
Computer & Digital Literacy Skills
Email in the Workplace
English for Speakers of Other Languages (ESOL)
High School Diploma Preparation
Pronunciation Skills

For more information about Bridge classes, click here or email: ohr_bridge@harvard.edu

Managing at Harvard

Executive Universal Manager Training*
   September 28

Leading People*
   October 19

Managing in a Hybrid Work Environment New
   September 8
   October 27
   November 30

Managing Engagement and Burnout*
   November 16

Universal Manager Training (3-Day Course)
   Sept 23, Sept 30, Oct 7
   Oct 14, Oct 21, Oct 28
   Dec 7, Dec 14, Dec 21

Productivity

Design Thinking Mindset
   September 29
   December 8

Embracing Change*
   September 21

Enriching Engagement and Preventing Burnout New
   September 28
   November 2
   December 15

Managing Competing Priorities
   October 6
   December 8

Navigating Change
   September 22
   November 4

Succeeding in a Hybrid Work Environment New
   September 15
   September 30
   October 13
   October 28
   November 23

Resiliency

Recommended order to complete:

Optimism
   September 14
   December 2

Mental Agility
   September 29
   December 7

Self-Regulation
   October 14
   December 14

Connection
   October 20
   December 16

Resources

Anti-Racism Resources
Learn how to understand and dismantle racism in the workplace.

Harvard Internal Professional Pathways
A customized skill building program that is designed to promote upward mobility.

Harvard Manage Mentor
Interactive online modules that address everyday workplace challenges.

LinkedIn Learning
Thousands of self-paced online courses in software, technology, communication, and creative skills in business.

Tips for Managing a Hybrid Team
The CWD has a new pre-recorded webinar for managers who are trying out new hybrid work models in the coming months

Questions?
Please email us at training@harvard.edu or visit our website

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