Employee & Organizational Development
COURSE CATALOG 2020
EOD DEFINED.

EMPLOYEE & ORGANIZATIONAL DEVELOPMENT IS A DEPARTMENT WITHIN HUMAN RESOURCES OFFERING FREE TRAINING AND WORKSHOPS TO ALL UNM FACULTY AND STAFF TO HELP CULTIVATE CAREERS, IMPROVE WORK ENVIRONMENTS, AND CREATE LEADERS.

OUR VISION
To use our expertise to transform individual and group talents into high-performance teams within the UNM Community.

OUR MISSION
EOD’s mission is to be a partner in designing and delivering customized professional development solutions focused on organizational and personal growth for our UNM faculty, staff, and student employees.

WHAT IS PROFESSIONAL DEVELOPMENT?

Professional development is specialized training, formal education, or advanced professional learning that is intended to help employees improve their professional knowledge, competence, skill and effectiveness. Professional development encompasses a broad range of topics and formats.

Professional Development is sometimes a good option for employees looking to advance their career path, but not seeking a formal degree program within the University.
EOD wants to ensure every employee has access to the specific knowledge or skills they need to stay safe, improve performance, and advance their career paths. Take a look through the next few pages to find the course you are interested in and then register through Learning Central- all available for free as part of your UNM Benefits.

OPEN ENROLLMENT COURSES
Open Enrollment Courses are offered as either scheduled dates and times with an in-person instructor. Due to the ongoing COVID-19 pandemic, all EOD classes will be conducted virtually using various platforms.

WEB-BASED COURSES
Our web-based courses are available on demand anytime, giving you the flexibility to receive professional development on your schedule.

We invite you to review this course catalog to explore our offerings. If you are seeking specific training, EOD also provides one-on-one coaching to determine your needs and help you reach your career goals. Feel free to contact us.

To register for both our open enrollment and web-based course offerings, please visit Learning Central at goto.unm.edu/learningcentral.

TRAINING CANCELLATION POLICY
Once you enroll, we rely on your attendance. Significant planning and cost are associated with each program, and class size is often limited. Last minute cancellations or failing to attend without notice has costly consequences and impedes the learning experience for others. Please make every effort to get your supervisor’s approval, clear your calendar and arrange for coverage.

To avoid a $25 administrative fee to your department, you must WITHDRAW from the course in Learning Central at least 48 hours prior to the start time. To do so:
1. In My Learning Assignments/My Learning Plan, locate the course you need to withdraw
2. Click on the dropdown arrow to the right of the course title
3. Click the WITHDRAW button

Important Note: If you are unable to attend due to illness, please have your manager mail eod@unm.edu verifying that you are out of the office.
Career Pathways certification is a “build your own” professional certificate. You choose the courses from the curricula, and you choose the time that you are able to take those courses. For more information about the program, visit the Career Pathways website.

The Career Pathways program offers a variety of courses designed to meet your professional development needs. Participants must complete the three required courses offered in each track and two elective courses (see open enrollment courses listed in this catalog) in order to earn the certificate.

You will have one year to complete these courses. The required courses for each career pathway are listed below. The elective courses can be selected from the courses offered by EOD as Open Enrollment listed in this catalog.

Once you complete your five courses, you will be guided to complete a capstone project that will include a reflection and a practical application component.

**CAREER PATHWAYS TRACKS**
The Career Pathways program offers four tracks:

- **Leadership Development**
  - Your Leadership Journey
  - Strategies for Influencing Others
  - Six Critical Practices for Leading a Team
  - Two Elective Courses

- **Personal Productivity & Change Management**
  - Project Management
  - Five Choices for Extraordinary Productivity
  - Driving Change
  - Two Elective Courses

- **Communicating Effectively**
  - DiSC Strengths
  - Communicating with Impact
  - Mastering the Art of Communication
  - Two Elective Courses

- **Diversity & Inclusion**
  - Unconscious Bias
  - Creating an Inclusive Environment
  - Leading Across Generations
  - Two Elective Courses

For more information about the program, visit the Career Pathways website or contact us eod@unm.edu
Leadership opportunities exist at every level. Whether you have years of leadership experience or not, ULead provides a supportive and challenging environment, allowing you to uncover your innate leadership abilities and positively impact the world around you.

ULead is an six-week online leadership development course offered in both spring and fall. After emersion in core leadership essential courses, you will have the flexibility to choose one of three learning paths that best fits your career goals.

**Core Courses of Leadership Development**
- DiSC Behavioral Styles
- Strategies for Influencing Others
- Five Choices to Extraordinary Productivity
- The Leadership Journey
- Communication for Leadership Success
- Six Critical Practices for Leading a Team

**Learning Paths**
- **Project Management:** From ideas to solutions, writing goals, strategic planning, and meeting timelines,
- **Managing Relationships in the Workplace:** Communication, engagement, conflict resolution, change management, all while moving people forward.
- **Inclusive Leadership:** Cultivating a multicultural environment through exploration in diversity and inclusion in the workplace, unconscious biases, and multicultural awareness.

**How to Join**
To join our next cohort of leaders, visit the [ULead website](#) and complete the application. For questions, contact EOD at [eod@unm.edu](mailto:eod@unm.edu).

**COMMIT TO U!**
COURSE DESCRIPTIONS

Are You Well Aware? – EOD 161
Three, one-hour courses all wrapped into one three-hour class.
• “Eating Outside the Box” – how to eat healthier, increase energy, and lose weight, while ignoring most everything you've ever learned about food.
• “Squash the ANTS (Automatic Negative Thoughts)” - Change your habits of thought to reduce your stress! Explore ways to convert your negative imagery into positive visions. In this class you will determine the species of your ANTS and how to reprogram them for a more stress-free outlook on both work and life!
• “Building Self Confidence at Work and Daily Life” - Gain a better understanding of your current confidence level, explore physical movements that help build confidence, learn how feeling confident has a direct impact on your overall health and well-being.

Assertiveness for Better Communication – EOD 187
Participants will learn about the differences between manipulation and assertiveness, how to interact with people in an assertive manner, when and how to say “no” and other skills essential for taking care of yourself in the workplace and elsewhere. This course is taught by JoEllen Ransom, the Director of the OMBUDS Office.

Building and Sustaining Trust - EOD 289W
This course introduces Trust Builders, actions leaders can take to build and sustain trusting relationships, as well as common Trust Breakers that can erode or quickly break trust. Applying these skills to build trusting relationships enables leaders to take risks, identify and solve problems, and collaborate to achieve business results.
*Prerequisite course: Communicating for Leadership Success EOD 297W

Building Bridges Across Generations at Work – EOD 360
This course explores how friction may arise from different generations in the workplace. There are currently four generations found in the workplace: Veterans, Boomers, X’ers, and Y’ers. Each generation may view workplace concepts differently, such as being a team player, showing respect, being on time, how to be professional, and good work habits. As a manager/supervisor or employee, this course will help you improve communication between generations, work together more effectively, with less friction, and with more humor.

Changing Perspectives of Time Management – EOD 395
This course is designed to give you practical tips to help you improve your personal and professional time management. We will examine your current approaches to managing time and learn a new approach to increase your effectiveness. We’ll use the Time Management Matrix from the “Seven Habits of Highly Effective People” to examine how your time is now being spent.

Coaching for Peak Performance – EOD 296W
COURSE DESCRIPTIONS

Effective coaching is one of the most important drivers of team member performance. By understanding three coaching techniques and how to handle both proactive and reactive coaching discussions, leaders can have more effective and efficient interactions. Participants will discover how to enhance the confidence and competence of their staff on an ongoing basis.

*Prerequisite course: Communicating for Leadership Success EOD 297W

**Communicating Effectively with Your Supervisor – EOD 178**
Feel frustrated or insecure about talking to your boss? This course will help you identify communication styles that impact your ability to get your point across. We will also look at different types of supervisors and learn ways to communicate effectively with them.

**Communicating for Leadership Success – EOD 297W**
Participants will discover interpersonal skills needed to mobilize and engage their staff members. Learning to effectively communicate will spark action in others. The interaction skills in this session will teach leaders to handle the variety of challenges and opportunities encountered every day in the workplace.

**Communicating with Impact - EOD 298W**
Many organizations focus on technical skills as all-important to success in the workplace. Yet strong interpersonal skills are equally essential in transforming individual contributors into exceptional performers who have a greater impact in their roles.

This foundational course provides individuals with a powerful set of interaction skills that enables them to communicate more effectively with colleagues and customers and, in the process, build trust, strengthen partnerships, and achieve desired results.

*Note:* This course is the same as Communicating for Leadership Success, but for a general audience.

**Conflict Management Skills**
Facilitated by professionals in conflict management, this program offers practical theory, hands-on skills practice, and resource information for more efficient and effective workplace conflict management. This course is taught by JoEllen Ransom and Jon Lee of the University Ombuds Office.

**Creating an Inclusive Environment - EOD 467**
From Stereotypes and Biases to Diversity and Inclusion. Learners explore the effect of assumptions and unconscious bias, then pinpoint stereotypes about their own work group and what they might do to mitigate those stereotypes. They also explore what inclusion and diversity mean, the differences in who we are and how we think, and research-based benefits of having a diverse workplace. After completing this course, learners will be able to:

- Recognize biases and stereotypes that can affect workplace decisions.
Developing Yourself and Others - EOD 324W

Development is critical to attracting and retaining talent, driving employee engagement, preparing future leaders, and ultimately ensuring the success of the organization. Clearly, development is just as important to leaders as it is to their direct reports.

In this course leaders are introduced to a practical process to guide their own and their direct reports’ development-planning efforts. The outcome is a meaningful development plan that supports the organization’s current and future business needs.

Discover your DiSC Behavioral Style Workshop – EOD 188

Prior to class participants will be required to complete an online DiSC profile. During this workshop you will discover how DiSC styles affect workplace relationships. Explore the priorities that drive styles at work, learn what’s effective and recognize the potential challenges when working with each DiSC style. Create strategies to overcome challenges when working with people of different DiSC profiles.

DiSC Strengths - 189

Both DiSC and Strengths highlight a person’s preferences and styles. By combining the two together, we will be taking a deep look at what strengths are associated with various preferences. What does our preference tell us about our strengths? This course will be a journey of self-discovery as we combine these two assessments into one. You will leave with knowledge of how you prefer to communicate, make decisions, and handle conflict as well as your strengths and what you excel in as it relates to your preferences.

Driving Change – EOD 407W

Approximately 70 percent of workplace change initiatives fail to produce desired results. In most cases these initiatives fail not because leaders don’t know what to do to implement workplace change, but rather because they aren’t skilled in how to implement change. Driving Change shows learners how to avoid being included in this statistic by providing skills and resources to accelerate the process of implementing change with their team members, and to create an agile work environment where people are more open to change.

*Prerequisite course: Communicating for Leadership Success EOD 297W

Email Correspondence – EOD 165

Participants will be presented with the principles of effective professional communication, with a focus on implications for email correspondence. This class will feature each of the categories of email messages, and strategies for responding to the context surrounding each type. Participants will learn how to create professional, courteous, and effective email messages tailored specifically to targeted readers.
Emotional Intelligence in the Workplace – EOD 281
In the workplace of today, emotional intelligence is often more important than intellectual intelligence. Your Emotional Intelligence Quotient (or EQ) is a major indicator of success in your work and personal lives. You can’t do much to raise our IQ. But your EQ can and does increase with age, especially if you work at it. This course will introduce the 5 skills involved in Emotional Intelligence and help you to: understand your feelings; manage your emotional response; and use the power of your emotions in productive ways. This course is taught by Dr. Steven Rugala, Director of the Counseling and Referral Services department.

Employee Life Cycle Management – EOD 248
The Employee Life Cycle is the process that identifies stages in an employee’s career, and as managers/leaders you have the ability to impact their professional growth. This workshop offers current and newly hired/promoted leaders the opportunity to increase skills to achieve results and enhance employee growth. Topics include primary elements of separation, compensation practices, hiring, performance management, progressive discipline, retention, and the role of a supervisor in fact finding incidences.

Five Choices for Extraordinary Productivity – EOD 220
The 5 Choices of Extraordinary Productivity inspires participants to dramatically increase their ability to achieve their most important outcomes. Participants learn to make more selective, high impact choices about where to invest their valuable time, attention, and energy. The solution produces a measurable increase in productivity and a renewed sense of engagement and accomplishment.

What does trust have to do with business success? Everything. Trust is directly linked to employee engagement, retention, productivity, and innovation. Leaders who demonstrate trust and trustworthiness inspire higher levels of performance and commitment to team and organizational success.

Introduction to Professional Writing – EOD 156
Writing skills are a key component of most work environments. What you say and how you say it can leave a lasting impression on colleagues, supervisors, and potential business partners. This course will give you a refresher on basic writing tools (such as spelling, grammar, and punctuation), and tips for composing the most common business documents.

Leading Across Generations - 468
For the first time, there are 5 generations working together in the professional environment, which brings unique opportunities as well as challenges in communication, collaboration, and more. In this workshop, you’ll learn the differences among the 5 generations, from Gen Z to the Silent/Traditionalist generations, and identify leadership and communication strategies to become more effective working across generations for professional and personal success.
EOD COURSE OFFERINGS

COURSE DESCRIPTIONS

Leading at the Speed of Trust - EOD 230
This workshop is based on Stephen M. R. Covey’s best-selling book, Leading at the Speed of Trust. Trust is a key leadership competency and a measurable accelerator to performance. When trust goes up, speed goes up and cost comes down, producing a “trust dividend.” The course reveals 13 Behaviors common to high-trust leaders, and demonstrates actionable steps that enable you to increase trust in your organization.

Making High-Quality Decisions - EOD 422W
Sound decision making in today’s tough business environment demands much more than just coming up with or picking the best alternative or option. It requires analyzing potential problems or opportunities and making sound judgments based on analysis.

Using an engaging simulation, this course teaches leaders a logical decision-making process that addresses the critical elements that result in high-quality business decisions. Participants will develop the skills and confidence to generate options and compare them to important decision criteria, and to select the best course of action. Utilizing this process will also help leaders avoid the pitfalls that often undermine high-quality decision making.

Mastering the Art of Communication – EOD 400
For the better part of every day, we are communicating to and with others. Whether it’s the speech you deliver in the boardroom, the level of attention you give your spouse when they are talking to you, or the look that you give to the cat, it all means something. This class will help participants understand the barriers to communication, non-verbal communication, the different methods of communication, identify their communication style and how to make the most of each of them.

Mindfulness: Embracing the Present in Daily Life – EOD 287
We will explore basic mindfulness meditations/techniques and discuss ways in which mindfulness is utilized for stress management, job performance enhancement, a means to obtain more pleasure out of work, mental and physical health, and an overall improvement in quality of life.

Project Management Essentials for Unofficial Project Managers – EOD 196
Many staff and supervisors have taken on the role of unofficial project manager within their department or division. The lack of time management, scope creep and no formal project training all impact the possibility of project failure. This Franklin Covey class will provide participants with tools and resources to manage projects successfully. Who Should Take This Course: Supervisors and staff who coordinate department or division wide projects that involve multiple objectives that impact individuals and systems.
COURSE DESCRIPTIONS

Resolving Workplace Conflict for Leaders - EOD423W
Today’s business environment challenges organizations to increase productivity, improve quality, shorten cycle time, and reduce costs. An unfortunate but natural byproduct of these challenges is conflict. While conflict can lead to discoveries such as new ideas and innovative breakthroughs, it can, if allowed to escalate, result in damage to critical working relationships.

This course teaches leaders how to recognize the signs of escalating conflict and take appropriate action to minimize damage. Leaders are introduced to two resolution tactics—coach and mediate—and practice using the Interaction Essentials as they coach then mediate to resolve a conflict.
*Prerequisite course: Communicating for Leadership Success EOD297W

Setting Goals and Reviewing Results - EOD 461W
People are more engaged and strive for better results when they feel ownership of their work process and outcomes. Unfortunately, leaders fail to engage and reinforce this sense of ownership during performance management discussions.

This course will show the positive effect of shifting the traditional role of planner and evaluator from the leader, to a shared responsibility between leader and employee. This shift builds employee ownership, and allows the leader to focus on coaching and developing throughout the performance cycle. Leaders will experience how to use effective (SMART) goals to help them and their employees track progress and fairly evaluate outcomes. A well-written performance plan is also a powerful tool for leaders to use when determining where to focus their development and coaching discussions with their employees.
*Prerequisite course: Communicating for Leadership Success EOD 297W

Seven Habits of Highly Effective People – EOD 144
This 3-day workshop is based on Dr. Stephen R. Covey’s best-selling book, The 7 Habits of Highly Effective People. Participants must be able to attend all 3 sessions. This intensive workshop will introduce foundational principles that increase your personal and organizational effectiveness at all levels, with a focus on the personal and interpersonal levels. Participants will learn to change common, ineffective behaviors, create high levels of trust, and develop strong interdependent relationships. This course is facilitated by Leah Boetger, Human Resource Consultant for Zimmerman Library.

Six Critical Practices for Leading a Team – EOD 229
The role of the first-level leader has always seem tough and today’s realities make the role even tougher. People skills typically account for 80 percent of success in this role. Yet many people are promoted because of their technical capabilities.
The Six Critical Practices for Leading a Team is a special collection of carefully curated content from Franklin Covey offerings. The repurposed mindsets, skillsets, and toolsets provide first level leaders with relevant and practical resources to help them excel in this tough and demanding role. This course is great for current and aspiring leaders.

**Strategies for Influencing Others - EOD 226**
People in every organization have promising ideas they would like to implement to improve results, including those that will improve operations, enhance customer satisfaction, or expand use of their products or services. The ability to influence others plays an important role in bringing these ideas to fruition. Strategies for Influencing Others develops participants’ abilities to gain needed commitment from others to implement an idea or opportunity that will achieve business results. Without this commitment to make things happen, a good idea may never result in action.

Participants are encouraged to look at the entire picture of their influencing opportunity, including who they need to influence, why they need their commitment, what level of commitment they need, and how they will gain that commitment.

**Strengths Finder – EOD 610**
Participants take the Gallup online StrengthsFinder assessment, which determines their top strengths as individuals. The course explores the report and the implications of their results on themselves and on their teams.

Learning Objectives: Learn about individual strength areas, how these strengths contribute to a more effective team, and how working in your strengths areas increases employee engagement and motivation.

**Unconscious Bias – EOD 221**
Unconscious biases are social stereotypes about particular groups of people we form outside of our own conscious awareness. All of us have unconscious beliefs about various social and identity groups, and these biases can impact our behavior in our relation to others. This training is an introduction to unconscious bias and its potential impact on our work in various fields, including health care, admissions, hiring, education, mentoring, and in legal realms.

This training is relevant for people providing services to diverse populations, those involved in hiring and admissions, those involved in teaching and mentoring, and for anyone interested in the topic.

**Your Leadership Journey – EOD 227/ EOD 463W**
This course is intended for individuals in their first leader/manager role. Learn how to create a strategy to accelerate your transition into your new role as a leader. Get answers to the questions: “What do I need to know as a new leader?” and “How do I manage former peers?” Apply three leadership differentiators to quickly build a positive reputation and contribute to the organization’s success.
For more information, contact:

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