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.

**OPEN ENROLLMENT COURSES**
Open Enrollment Courses are offered at scheduled dates and times, are attended in person, and are instructor led. Typically, Open Enrollment Courses are held on location in our state-of-the-art training rooms, located at the UNM John and June Perovich Business Center, Suite 1200.

**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 in-person and web-based course offerings, please visit Learning Central at goto.unm.edu/learningcentral.
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 UNM Career Pathways Certificate is a self-paced, personalized development program and offers two tracks:

**Organizational Effectiveness Track**

This track gives you what you need to be industrious—working smarter and getting more done with less effort and stress.

**Personal Effectiveness Track**

Designed to empower participants with the insights and proven tools to improve their working relationships.

**COURSES**

The Career Pathways program is comprised of courses designed to meet the needs of the certificate program. Participants must complete any combination of five courses from the courses offered in each track in order to earn a certificate.

Courses can also be taken individually, without pursuing a certificate.

**Organizational Effectiveness Track**

- Bullying in the Workplace
- Intro to Professional Writing
- Creative Problem Solving
- Customer Care... A Service You Provide
- Diversity: Skills for Collaboration
- Email Correspondence
- Intro to Professional Writing
- Treating Customers Right

**Personal Effectiveness Track**

- Are You Well Aware?
- Assertiveness for Better Communication
- Changing Perspectives of Time Management
- Communicate Effectively with your Supervisor
- Discover Your DISC Behavior Style
- Emotional Intelligence in the Workplace
- Mastering the Art of Communication
- Seven Habits of Highly Effective People
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 eight-week, one day per week, leadership development course offered in both spring and fall with options for in-person or online participation. After immersion in core leadership essential courses, you will have the flexibility to choose one of three learning paths that best fits your career goals.

**Week 1 through 4: 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

**Week 5 through 7: 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.

**Week 8: Presentations and Graduation**
Learning Path groups will reconvene to engage in a final day of project presentations, final reflections and graduation celebration.

**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!**
Open Enrollment Training Courses

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.

Our in-person, open enrollment courses are available throughout the year, designed to help you increase your organizational and personal effectiveness as well as develop a better understanding of University policies and procedures through face-to-face instruction. 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.

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. An empty seat can also be a missed opportunity for someone who was turned away from a full class. 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.

Course Locations and Parking
Most EOD instructor-led courses are held on location in our state-of-the-art training rooms, located in the John & June Perovich Business Center at 1700 Lomas Blvd., Suite 1200 (the SE corner of University & Lomas). Review your Learning Central email registration confirmation carefully to determine the exact location of your workshop, including the Business Center training room location.

If you are registered for an Instructor-led EOD course, we email a courtesy parking permit approximately two days prior the class date. To be valid, the courtesy pass MUST be used in conjunction with a general zone parking permit (A, B, C, GR, F, P, T, G, Q, L, M, W) issued by UNM Parking and Transportation.

Visit the UNM Parking and Transportation Services website for additional information on parking options and shuttle service.
COURSE DESCRIPTIONS

5 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.  
When: Dec. 13, 8:30 a.m.- 3:30 p.m.

7 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.  
When: March 13 and March 20, 8:30 a.m.-4:30 p.m.

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 can have a direct impact on your overall health and wellbeing.  
To be determined.

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.  
To be determined.
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.
To be determined.

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.
When: Feb. 6, Aug. 13, and Nov. 19, 8:30 - 11:30 a.m.

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.
To be determined.

Communicating for Leadership Success – EOD 297
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.
When: April 2 and Sept. 15, 8:30 a.m.-noon; Also available online.

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.
To be determined.
OPEN ENROLLMENT COURSES

COURSE DESCRIPTIONS

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.
When: Jan. 13, April 14, July 20, and Dec. 10 8:30-11a.m.

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.
To be determined.

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.
To be determined.

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.
When: Feb. 18, April 21, June 23, Aug. 18, Oct. 20, Dec. 15 8:30 a.m.-4:30 p.m.

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.

**To be determined.**

**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.

**When:** Aug. 12, 8:30 a.m.-4:30 p.m.

**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.

**When:** March 3 and July 21, 8:30-11:30 a.m.

**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.

**To be determined.**

**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.

**When:** Jan. 30, April 28 and June 25, 9 a.m.-4 p.m.

**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.
OPEN ENROLLMENT COURSES

COURSE DESCRIPTIONS

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.
When: Jan. 21, March 10, Sept. 17, 9-11 a.m.

Six Critical Practices – 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.
When: Jan. 16, May 14 and Nov. 12, 8:30 a.m.- 4:30 p.m.

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.
When: Feb. 11, April 7 and Sept. 10, 8:30-11:30 a.m.

Your Leadership Journey – EOD 227
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.
When: May 7, 8:30 a.m.-noon; Also available online.

hr.unm.edu/eod

CHANGE. GROW. LEAD.
WEB-BASED COURSES

Web-based courses and registration is offered through Learning Central.

COURSE DESCRIPTIONS

Building and Sustaining Trust - EOD 289W Online Exclusive!
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

Coaching for Peak Performance – EOD 296W Online Exclusive!
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 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.
*This title is offered two ways - in person or online. See Open Enrollment Courses for details.

Communicating with Impact - EOD 298W Online Exclusive!
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.
COURSE DESCRIPTIONS

Developing Yourself and Others - EOD 324W Online Exclusive!
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.

Driving Change – EOD 407W Online Exclusive!
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

Making High-Quality Decisions - EOD 422W Online Exclusive!
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.

Resolving Workplace Conflict for Leaders - EOD423W Online Exclusive!
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.
COURSE DESCRIPTIONS

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 Online Exclusive!

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

Your Leadership Journey – 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.
*This title is offered two ways - in person or online. See Open Enrollment Courses for details.