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Meet the Team

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About Learning and Education
Penn invites you to take advantage of a wide variety of career development and skills improvement resources to advance yourself personally and professionally.

Many courses are free for Penn faculty and staff, and any listed costs are charged to the employee’s department.

Browse and register for professional development programs and courses at knowledgelink.upenn.edu.

Year-Round Programs

HR New Staff Orientation
Are you new to Penn? We want to welcome you and help acclimate you to the University. Find out what makes Penn a unique and exciting workplace, and how to make a smooth transition to your new role. You’ll learn about the history of the University and get a better understanding of our mission. You’ll also learn about the many programs and resources to help you enjoy a long and productive career at Penn.

Who Can Participate? New staff members. You’ll be registered by Learning and Education and will receive an invitation with the details at your Penn email approximately one week before your scheduled date.

How Much Does it Cost? This is a free program.

When is it Held? On Mondays: January 9 & 23; February 6, 13 & 20; March 6, 13 & 20; April 3, 10 & 17; May 1, 8 & 22; June 5, 12 & 19. 9:00-12:00

Career Coaching
Your career path is important—and we want to help make yours as successful as possible. Whatever your professional goals, Penn’s career coach can help move you in the right direction. Get top-notch advice to help you define your career goals and create a plan for meeting them. You’ll discover resources to help you grow your career at Penn, and get valuable feedback on your particular skill sets. You can also get interviewing, networking, and resume development tips to help you reach your highest potential.

Who Can Participate? Full and part-time staff members who have been employed at Penn for at least one year.

How Much Does it Cost? This is a free program.

How can I participate? Visit the Human Resources Learning and Education website at www.hr.upenn.edu/myhr/learning/career/coaching to schedule an individual and confidential coaching session.
Spring 2017 Courses

Project Management
1/25/2017. 9:00-12:00, $75
Managing projects can feel daunting. It requires a focus on defining the initiative, planning for work, managing the initiative and monitoring results. Join us for a seminar to learn about tools and techniques that can help you manage your projects. Learn how to identify the key activities in the project life cycle and how to construct a project timeline. Understand the role of the “triple constraint” in project management and apply it in determining project scope. Learn how to keep projects on track by managing project risks and effectively using a communication plan. Capture valuable project lessons and use them to define and improve project management practices within your organization.

Judge Group’s Accountability & Empowerment
1/31/2017. 9:00-12:00, $75
Accountability is one of the biggest challenges leaders face, but it can also be one of the most important factors leading to success. This interactive workshop will transform the way you manage, maintain, and motivate yourself, your team, and, ultimately, your workforce. Lack of accountability is the single greatest obstacle facing even the most experienced leaders. It saps morale, drains profits, and disenfranchises employees — and it can shift your team into crisis mode on a daily basis.

Emotional Intelligence
2/8/2017. 9:00-12:00, $75
Motivated business professionals are looking for every edge to be successful in the workplace. Those who have a high level of awareness and control over their emotions, and use their emotions to connect with others and develop positive relationships, will find even greater success in the workplace. If you are unable to control your emotions, they can preoccupy your thoughts and interfere with your ability to evaluate a situation objectively. Knowing what triggers your emotional responses and understanding how to exercise self-control over them enables you to confront difficult issues and manage change with clarity and composure. This program is designed
to provide you with the knowledge and tools to develop your emotional intelligence. You will learn how to avoid self-sabotaging outcomes by altering how you perceive and respond to emotionally-charged situations. You will improve your ability to resolve conflict constructively, create a productive work environment, build and mend relationships, and bounce back from setbacks and disappointment.

**Words@Work - 1 of 3**
*2/14/2017. 9:00-12:00, $75*
Are you ready to improve your business writing skills? This 3-part workshop (you must attend all 3 sessions-Feb. 14, Feb. 17, Feb. 28) is designed to provide you with an updated, practical, no-nonsense perspective on today’s business writing. The workshop challenges many long-held assumptions about the “right” way to communicate. By the end of this course, you will: gain a better understanding of the dynamics of written communication; try out a group of the latest writing tools; transform tentative, imprecise writing into effective communication; energize your writing style; develop appropriateness, clarity, and powerful expression; and learn how to revise your own work.

**The Art of Presentation**
*Part 1 - 2/22/2017. Part 2 - 3/22/2017 9:00-12:00, $100 for both parts*
This is a two-part skills seminar that will help you improve your presentation skills — whether you are persuading, educating, or informing. This interactive workshop focuses on professional business communication including preparation, structure, delivery, and strategy. Personal presentations will be followed by peer evaluations and coaching and personalized one-on-one feedback from the instructor. In addition, participants will receive a tool-kit containing information on the use of visual aids, PowerPoint Do’s and Don’ts and handling Q&A.

**Coaching Skills for Managers**
*3/2/2017. 9:00-12:00, $75*
An organization’s success relies on the performance of every employee, and so it goes without saying that it is important to foster an atmosphere that allows for employees to grow with the organization. The key to this is guidance. This course recognizes the need for employees to feel committed to their work. It is designed to help managers encourage individual performance, rather than the traditional “command and control” method, as a means for increasing engagement and productivity. Participants learn the key elements of building a successful coaching relationship and how to best implement the elements through a step-by-step coaching process. In addition, participants will learn how to help an employee implement a development plan to individually improve their success and effective strategies for overcoming common coaching challenges.

**Performance Review for Staff**
*3/7/2017. 12:30-1:30, free*
Join this workshop to understand the performance appraisal process and learn how you can prepare to have a productive review session with your manager.

continued
Communicating More Effectively Using LIFO  
3/8/2017. 9:00-12:00, $90  
LIFO is an assessment tool that can help individuals gain a better understanding of their own work styles and the work styles of those around them.

Effective Performance Reviews for Managers  
3/22/2017. 12:30-1:30, $75  
Many managers are not comfortable with the task of conducting annual performance reviews. This workshop provides them information, tips and applications that will make the process easier, more comfortable and more effective in producing real employee performance improvement. Managers and supervisors will discover how to give effective feedback, understand the difference between standards and goals, why interim reviews are critical to the review process, the right way to document employee performance and many more invaluable tips and techniques for completing effective performance reviews for your staff.

AMA’s Doing it All: How to Stay Focused and Engaged  
3/23 & 3/24/2017. 9:00-5:00, $75  
In this seminar you will get your work world into clear focus and in sync with those around you. You will learn tools that help you get into productive flow whenever you need to and how to get back on track when you are thrown off course. You will leave with tools that help you make the best of your innate strengths, mitigate your challenges, and stay focused. You will also learn how to stay in focus and on a productive course when others around you are throwing distractions and barriers in your way.

Judge Group’s Communicating Upward  
4/11/2017. 9:00-12:00, $75  
A positive working relationship with a manager hinges on effective communication, whether it’s face-to-face or in written form. Communicating upward is essential to the success of an organization for employees to get their ideas up the ladder and into the hands of top decision-makers. In this interactive workshop, participants will learn about communication styles in general and then focus on their specific communication style versus their manager’s style. Using communication to boost productivity and efficiency, effective listening and questioning, and even disagreeing with your manager are all ways that lead to agreeable solutions.

Understanding Your Strengths  
5/24/2017. 9:00-12:00, $75  
“If you spend your life trying to be good at everything, you will never be GREAT at anything.” –Tom Rath. Do you have the opportunity to do what you do best every day? Research has shown that employees who know how to be the best and use their talents and strengths in the workplace tend to be more successful, engaged, and productive. Prior to the class you will take the online StrengthsQuest assessment (included in the cost) and will receive a customized report that lists your top five strength 5 signature strengths.
TED Talk Tuesday - Drew Dudley “Everyday Leadership”  
1/24/2017. 12:30-1:30, free
Society commonly perceives leaders as individuals who make grand, world-changing decisions. Thus, the vast majority of people are reluctant or shy to identify themselves as leaders. But true leadership is about making the life of another person better, and most people do that everyday – perhaps without knowing it. Employing a personal anecdote from his past, leadership trainer Drew Dudley outlines the importance of celebrating everyday leaders.

Getting Work Done  
1/25/2017. 12:30-1:30, free
How often is your well-planned day disturbed by interruptions? No matter what skills and strengths you already possess, the skill of acquiring more time cannot be one of them. Get more work done by learning how to develop an effective workflow system, eliminate time and energy wasters. By the end of the course, you will have a toolbox full of strategies to cope with your daily distractions.

Coaching Conversations  
2/15/2017. 12:30-1:30, free
Coaching is a method and technique that can be used for guiding an individual to new learning within defined time frames and puts the responsibility on the individual to become more proactive in defining goals and reaching them. Managers can utlize coaching as a tool to support and develop staff. This session will review the techniques managers can use to coach staff.

TED Talk Tuesday - Brene Brown “Listening to Shame”  
2/21/2017. 12:30-1:30, free
Shame is a cultural epidemic. It feeds on secrecy, silence, and judgement and isolates people in a way that prevents constructive discourse. Researcher Brene Brown delves into vulnerability and human connection with insights on shame. She encourages viewers to stop listening to shame, to practice empathy, and to dare to reveal their authentic selves.

Managing Conflict  
2/22/2017. 12:30-1:30, free
Conflict is a natural part of working with others and is typically the result of stress in a relationship. Conflict in the workplace should be addressed in
order to maintain productivity, increase retention rates and improve morale. Failure to address conflict often leads to an escalation of the problem and may lead to unproductive behaviors such as resentment, displacement or defensiveness. In this program we will explore how conflict can be helpful and strategies to better manage conflict at work.

**Resumes**  
3/8/2017. 12:30-1:30, free  
Resumes and cover letters are your tools to market yourself for your next position. Do you wonder how to create and effective, dynamic resume? This workshop includes effective resume styles and format. We’ll discuss how to focus on the employer’s needs versus your own, use powerful assertions, inspire and excite the employer, and use buzz words to catch the employer’s attention.

**TED Talk Tuesday- Adam Grant**  
“Surprising Habits of Original Thinkers”  
3/21/2017. 12:30-1:30, free  
Organizational psychologist and Wharton professor Adam Grant believes that “originals,” the unconventional thinkers who drive radical change, don’t behave as you would expect. In fact, he has isolated three startling traits that originals share -they procrastinate, experience self-doubt and fear, and have lots of bad ideas.

**Penn Perks**  
4/3/2017. 12:30-1:30, free  
You love the benefits you gain by working for Penn. But there is a good chance there are even more benefits than you knew existed! Be prepared to be surprised and delighted by more than 100 ‘hidden benefits’ we will reveal in this session. We’re sure there is something that will make your day. Join us for this invaluable treasure hunt!

**Career Growth Conversations**  
4/12/2017. 12:30-1:30, free  
Career growth requires a plan. In this session we review how to create a career plan and engage the support of your manager where possible.
TED Talk Tuesday - Dan Pink “The Puzzle of Motivation” 
4/18/2017. 12:30-1:30, free 
Research shows that with the exception of rote tasks, employee productivity declines when rewards increase. Career analyst Dan Pink connects the dots between motivation and performance. He explains why rewards rarely boost productivity. He argues that “autonomy, mastery and purpose” are the only factors that truly motivate people.

FeedForward: Coaching for the Future 
5/4/2017. 12:30-1:30, free 
FeedForward is Dr. Marshall Goldsmith’s technique for providing feedback in a more positive, future-oriented manner. In this program managers will learn how to utilize FeedForward as a technique for providing feedback to employees.

The Gift of Feedback 
5/4/2017. 12:30-1:30, free 
Feedback can be an amazing gift when given well. In this session you will learn how to give and receive feedback so that it is viewed as a gift.

Cover Letters that Get Results 
5/10/2017. 12:30-1:30, free 
We all know that employers get many resumes in response to just one job opening. It becomes more important than ever to find ways to make your information stand out from the crowd. A well written cover letter gives you that great opportunity to communicate your ‘match’ to the position and your ‘fit’ to the organization. Come to this session to learn the steps to creating a powerful cover letter.

TED Talk Tuesday - Julian Treasure “5 Ways to Listen Better” 
5/23/2017. 12:30-1:30, free 
Modern recording devices have invalidated the need to listen. Modern technology has reduced the frequency of spoken conversations, and people retreat into their own individual soundscapes via their headphones. Sound consultant Julian Treasure proposes five exercises to improve your listening skills.
Mentoring  
6/7/2017. 12:30-1:30, free  
A mentor serves as a trusted adviser who can provide valuable insight into organizational life. Serving as a mentor enables others to benefit from your wisdom and experience. Successful mentoring relationships require the right chemistry. In this program we will review the elements of the mentor/mentee relationships and how to seek out these opportunities.

TED Talk Tuesday - Tom Wujec  
“Build a Tower, Build a Team”  
6/20/2017. 12:30-1:30, free  
Business visualization consultant Tom Wujec uses the “marshmallow challenge” to teach valuable lessons about collaboration. It turns out that creative groups can learn a lot from how children collaborate: They don't worry about who's in charge, and instead just start experimenting and adapt their prototypes as they go.

Learning with Lynda  
Learning with Lynda utilizes the University’s enterprise-wide license of Lynda.com to provide a blended learning solution to the Penn campus. Prior to attending the in-class session it is strongly recommended that you take the online Lynda module. During the classroom session we apply the concepts from the online module.

Learning with Lynda - Building Accountability into Your Culture  
1/10/2017. 12:30-1:30, free  
In this course, leadership consultant and executive coach Mike Figliuolo reveals how to create a culture of accountability by developing accountability at the individual level, team level, and brand level. Along the way, he shows how to set employee expectations, create incentives, and align the practice of accountability with the values of your organization.

Learning with Lynda - Giving Your Elevator Pitch  
1/11/2017. 12:30-1:30, free  
It’s important to make a good impression in just the first few minutes you spend with potential mentors, clients, or even friends. In this short course, author and business coach Dr. Todd Dewett explains how to tell others what you do and make a memorable impression in a short period of time with a personal “elevator pitch.” Maximize your connection in a minimal
amount of time, and start making valuable additions to your network from the get-go.

**Learning with Lynda - Leading Productive 1-on-1 for Managers**
1/31/2017. 12:30-1:30, free
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. Dave Crenshaw shows you 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.

**Learning with Lynda - Disrupting Yourself**
2/8/2017. 12:30-1:30, free
“Disruptors” secure a foothold by coming up with ideas and innovations that eventually upend their entire community or industry. Disrupting yourself is the secret to breaking into a new field, never settling for less, and achieving more. In this course, author, Harvard Business Review blogger, and consultant Whitney Johnson walks you through her seven-step model to disrupt yourself and move to the next level in your career. Discover how to take the right risks, play to your strengths, embrace constraints, and more in this short course.

**Learning with Lynda - Communicating Across Culture**
2/28/2017. 12:30-1:30, free
When you travel, some differences are easy to identify: the language, the food, and the music. But in order to communicate effectively in a cross-cultural business setting, it’s important to understand your international colleagues’ underlying values, beliefs, and history. In this course, Kelley School of Business professor and executive coach Tatiana Kolovou demonstrates simple techniques to communicate well across cultures as a manager, peer, and coworker.

**Learning with Lynda - Embracing Change**
3/29/2017. 12:30-1:30, free
In this short course, author and business coach Todd Dewett explains...
how you can harness the power of change and benefit those around you by avoiding quick reactions, adopting a positive attitude, and developing a 30-day plan to integrate change.

**Learning with Lynda - Leading and Working in Teams**  
4/26/2017. 12:30-1:30, free  
Organizations thrive, or fail to thrive, based on how well the teams within those organizations work. What does it take to create a high-performing team? Based on her years of research working with teams across different industries, Harvard Business School professor Amy Edmondson reveals how high performance arises when teams are encouraged to take risks, fail, and learn from those small failures, a process she calls “teaming.” In this course, she outlines what leaders can do to create the right environment for teaming and explains the responsibilities of individual team members to speak up, collaborate, experiment, and reflect.

**Learning with Lynda - Developing Resourcefulness**  
5/17/2017. 12:30-1:30, free  
Being able to do more with less is a highly valued skill in any organization, and not just in down times. In this course, management expert and trainer Todd Dewett helps you assess your professional resources and how to decide when and how to use them. He also provides advice on developing habits to cultivate resourcefulness, such as asking the right questions and building your network across a broad spectrum.

**Learning with Lynda - Managing Time**  
6/27/2017. 12:30-1:30, free  
In this program, author Todd Dewett, Ph.D, shares four time-management tips that help everyone from busy executives to new employees get more out of their work day. Learn how to think differently about time management, embrace the 80% rule, find your “Einstein” window, protect that window, and broadcast your availability to ensure others know when you’ll be available.
STEP-UP

Self-Management, Teaming, Empowerment and Professionalism at the University of Pennsylvania

Becoming a supervisor or manager can be incredibly rewarding. But in order to excel, you need to have certain foundational skills to help you flourish in your role—and we can help. This self-paced, pre-supervisory training program—geared toward high-performing Penn staff who aren’t supervisors or managers—will help prepare you for a managerial role. You’ll attend seven half-day classroom sessions and complete seven online modules covering topics like managing relationships, communicating, and preparing for leadership. You’ll also get an assessment of your professional strengths to help build your skills and move forward in your career.

Who Can Participate? Staff members.

How Much Does it Cost? $150, charged to your department.

When is it Held? The next introductory sessions will be held on 2/7/2017 & 5/25/2017, 9:00-12:00.

Essentials of Management (EOM)

If you’re a new manager at Penn, this program is for you. You’ll learn about a variety of general management practices to help you shine in your new role—like interviewing, hiring, development, engagement, and performance management. This program runs over a five-month period and includes classroom sessions and several online modules. You’ll have the opportunity to take the MBTI and ASC assessments and meet with a professional performance coach to review your results as well as to network with other managers from all over Penn’s campus.

Who Can Participate? Line level managers may self-register.

How Much Does it Cost? $250, charged to your department.

When is it Held? The next course begins on 2/21/2017.

continued
AMP-UP
Advanced Management Program at the University of Pennsylvania
You already have the foundational skills it takes to be a good manager. Now it’s time to amp up your skills! This program will teach you leadership skills beyond those learned in Essentials of Management. Learn how to enhance your leadership style, build credibility, resolve conflicts, and manage up. Develop a solid foundation in ethics, change management, and workplace culture. By the end of the program, you’ll know how to create and manage a high-performing team. Participate in a leadership assessment and receive personalized development coaching. This program includes six full-day sessions and a group learning project completed over a six-month period.

Who Can Participate? You must be nominated by an HR leader and provide a letter of reference from your manager.

How Much Does it Cost? $500 charged to your department.

When is it Held? Fall of 2017.

Leadership@Penn
As a senior leader at Penn, you have the potential to help shape the future of the University—and we’ll help you unlock it. Through classroom-based learning sessions and team projects, this program will help you become a standout leader and help carry out the mission of Penn. You’ll develop leadership skills that make a difference, both inside and outside the workplace. Learn how to think strategically, lead through change, build your emotional intelligence, develop stronger relationships, exercise influence, and help your staff grow as professionals.

Who Can Participate? You must be nominated by your manager and complete a brief application process. Participants are selected based on individual readiness and motivation to participate in the program. We try to select a wide cross-section of diverse University functions.

How Much Does it Cost? Contact Human Resources Learning and Education for details.

When is it Held? Bi-annually; six sessions over the course of nine months.
Essentials of Management (EOM) Knowledge Exchange
3/30/2017. 9:00-10:00, free.
In this coffee chat session you will have the opportunity to network with both old and new friends from past Essentials of Management cohorts, as well as participate in a guided discussion. Topics will be proposed by the group and should be related to the successes and challenges you face as a manager at Penn. The goal is for the group to benefit from regular discussions one hour discussion (scheduled quarterly) to exchange knowledge and ideas, and build a stronger Penn network.

STEP-UP Knowledge Exchange
2/23/2017. 9:00-10:00, free
5/3/2017. 9:00-10:00, free
STEP-UP alums are invited to participate in this brown bag “Knowledge Exchange” session. In this session you will have the opportunity to network with both old and new STEP-UP friends, as well as participate in a guided discussion of topics that pertain to what you do every day at Penn. The goal is for the group to share success stories, strengths-based observations and to benefit from the knowledge and experiences of others. Please bring your lunch and ideas for discussion.
NOTE: You must have completed the STEP-UP program and received a certificate in order to attend this program.

AMP-UP Knowledge Exchange
4/19/2017. 9:00-10:00, free.
AMP-UP Knowledge Exchange: Join your fellow AMP-UP Alums and spend an enjoyable hour connecting with colleagues from all AMP-UP cohorts. You will have the opportunity to network with both new and old friends as well as participate in a guided discussion on how the group can benefit from meeting quarterly for a 1 hour Brown Bag Knowledge Exchange. Topics will pertain to what you do every day as managers at Penn. All AMP-UP Cohorts, 1 through 6 are invited to participate.
Learning and Education
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Browse and register for professional development programs and courses at Knowledge Link:
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