The Learning Center

Advance your professional aspirations.
Leadership Development

*Inspire your people. Maximize performance.*

Yale understands that a critical factor in influencing staff productivity and engagement is the effectiveness of our leaders. That’s why the University developed its signature manager development program, *Managing at Yale*. The program is designed to build your leadership skills and create high performing teams.

**Build your leadership skills.**
The *Managing at Yale* suite is sequenced to introduce essential managerial skills and build upon and expand your development as a leader of people at Yale.

**Create high-performing teams.**
Supporting Yale’s mission requires leadership that builds trust, develops staff capabilities, and fosters a collaborative culture that achieves results.

### Course Sequence for Managers

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<th><strong>CONTINUOUS PROFESSIONAL DEVELOPMENT</strong></th>
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<td><strong>Mid-Senior Manager</strong>&lt;br&gt;Experienced Manager&lt;br&gt;360° Leadership Assessment</td>
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<td><strong>Developing Manager</strong>&lt;br&gt;&gt; 90 days</td>
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**Aspiring Manager**<br>(3 half-days)<br>Explore key requirements and challenges of moving from individual contributor to manager. Individual must be nominated by manager.
Managing at Yale Core
Inspire your people. Maximize performance.

Managing at Yale Essentials
Step One in the Managing at Yale series. This three-day program for managers will provide essential understanding of managing at Yale. We recommend that you take this within the first 90 days of becoming a manager at Yale.

Great Manager Program
Step Two in the Managing at Yale series. This two-day program for managers will provide a better understanding of yourself and your management style. We recommend that you attend this six months following Managing @ Yale Essentials.

Extraordinary Leader Program
Step Three in the Managing at Yale series. This one-day program for managers will educate, train and motivate you to become a great leader. It provides you with new insights on what make leaders extraordinary. A 360-degree leadership assessment, development plan and a coaching session are included. We recommend that you attend this twelve months following the Great Manager Program.

The electives have been created to help you achieve breakthrough performance as a Yale leader. There is no limit to the number of electives or professional development courses you can take.

3. Is there a recommended order in which to take the electives?
There is no prescribed order, rather you should take time to review the descriptions and determine which courses align with your development plan, needs, interests, and schedule.

4. Can I take The Extraordinary Leader without being nominated?
Since enrollment is typically by nomination, you are encouraged to discuss your desired attendance with your manager. The Managing at Yale Essentials and the Great Manager Program are fundamental to maximizing your experience in this course. If you have an interest, you can email learning@yale.edu to see if you are eligible to attend.

5. When is the right time to take part in Advancing the Extraordinary Leader?
Leaders who participated in The Extraordinary Leader feedback process and are working on their development plan typically attend the Advancing course 18 to 24 months after completing The Extraordinary Leader. This gives individuals the time to digest their feedback, make strides towards their development work, and check in on how efforts and targeted actions are going. Both Organizational Effectiveness and Staff Development (OESD) and your human resource generalist (HRG) can help resolve questions regarding the right time to attend.

6. How do I encourage the managers who report to me to take the Managing at Yale courses?
You can lead by example and take some of these courses yourself. You can then share your insights about the courses and provide a recommendation. You can also discuss and recommend these courses in the career conversations you have with your managers and provide your direct reports with both the encouragement and time needed to invest in their development.

Electives

InsideOut Coaching
Learn to coach others for breakthrough performance and engagement (1 day).

Leading with Influence
Develop your skills to enlist, persuade, and engage others to achieve results (1/2 day).

Manager Chats
Join us quarterly for a special manager forum supporting and facilitating the ongoing growth of staff in their careers at Yale.

Managing for Results
Learn how effective managers create high levels of satisfaction for customers, their staff, and themselves. We recommend you attend this course after attending the Great Manager Program (2 days).

Advancing the Extraordinary Leader Program
Step Four in the Managing at Yale series. This half-day program for managers will assess improvements you have made on the development areas you identified during your experience in the Extraordinary Leader Program. A 360-degree leadership assessment, development plan, and a coaching session are included. We recommend that you attend this eighteen months following the Extraordinary Leader Program.

Check course schedule and register through Yale's Training Management System: your.yale.edu/training

Resources

Performance Management Resources for Supervisors
A self-directed guide provides resources, tools, and helpful information for managers to ensure that staff members receive clear and thoughtful feedback on their job performance at mid-year and year-end. Visit your.yale.edu/performance-management.
Professional and Career Development

Continuous learning begins with you.

Possibilities are endless when you take the initiative to learn and grow as a professional at Yale. Developing an individual development plan with your manager can open the door to a new career direction. Completing your Talent Profile helps your manager understand your background and the unique skills you bring to Yale. Build confidence by sharing new knowledge with colleagues or find a mentor by joining an Affinity networking group. There are numerous opportunities at Yale to learn and grow.

Learn new skills. Polish existing ones.
The University provides extensive opportunities to develop your skills and grow—within or beyond your current role—throughout your entire Yale career.

Grow from your experiences.
Depending on your goals, you can strengthen your on-the-job proficiency or build new skills through instructor-led programs, online training, career or professional development, coaching, and more.
Professional Development
Continuous learning begins with you.

Aspiring Manager
This three half-day program will help those interested in a management career investigate some of the key requirements and challenges of moving from individual contributor to manager. Participants must be nominated by their manager to be considered for the program. Managers will email nominations to learning@yale.edu.

Communication for Results
Learn how to say what you mean and mean what you say by using a simple communication model. Explore the roles of effective communication.

Leading with Influence
Develop your skills to enlist, persuade, and engage others to achieve results.

Learning in Motion:
Speak, Listen, Be Understood
Join us for a 90-minute workshop to build awareness around verbal and non-verbal cues, the sender/receiver model, and tips and techniques for successful communications.

Mastering Difficult Conversations
Learn to apply practical tools to effectively and confidently handle difficult conversations.

Navigating Conflict
Understand how people typically deal with conflict and learn how to steer potential conflict in a constructive direction. Participants will take the Thomas-Kilmann Conflict Mode Instrument®.

Project Management for Yale Professionals
This course is intended for those either leading projects or interested in learning more about the project management discipline.

Speaking for the University: Principles of Effective Writing for Yale Staff Members
This two-part workshop is a comprehensive introduction to the elements of effective writing whenever you write an email, draft a memo, or prepare a report.

Speaking for the University: Level 2
This advanced workshop is designed for those who are comfortable with the basics of grammar and style and ready to take their writing to the next level. Recommended pre-requisite: Speaking for the University: Principles of Effective Writing for Yale Staff.

Taking Pride in Your Job
An essential element every employee must have in their tool-kit focuses on four simple principles: catching the energy, playing at work, making their day, and choosing your attitude.

Workflow Management
Explore how to create focus, organize information, and improve time management to encourage planful personal productivity.

Check course schedule and register through Yale’s Training Management System: your.yale.edu/training

Resources

Performance Management
Understand the hallmarks of the performance management process, which include joint goal setting between the supervisor and staff member, self-assessment by the staff member, and the opportunity to engage in productive discussions regarding performance at mid-year and year-end. Visit your.yale.edu/performance-management.

Your Individual Development Plan
This self-directed guide helps you to identify your strengths, talents, and passions—in partnership with your manager—to enhance your professional development and job satisfaction. Visit your.yale.edu/individual-development-plan.

Career Development

Best Foot Forward
This fast-paced experiential workshop focuses on six core aspects of professionalism: attitude, appearance, attendance, initiative, integrity, and respect.

Informational Interviewing:
The Ultimate Networking Tool
Learn what informational interviews are and how to prepare for them.

Interviewing with Confidence
Enhance your interviewing skills and develop your story with solid research and preparation.

Job Crafting: Turning the Job You Have into the Job You Want
Learn how to shape and redefine your job to make it more meaningful.

Leveraging the Power of LinkedIn
Build a LinkedIn profile that promotes you and your accomplishments and establish a network with other like-minded professionals.

Navigating Your Career at Yale:
Getting Started
Discover what you need to know when searching for a new opportunity at Yale.

Check course schedule and register through Yale’s Training Management System: your.yale.edu/training

Resources

Maximizing Your Cover Letter
Increase the chances of garnering an interview by creating a well-constructed cover letter through this self-directed workshop. Visit your.yale.edu/job-preparation.

Writing a Winning Resume
This self-directed workshop shows you how to strategically tailor your resume to present the accomplishments, skills, and experiences that are transferable to the position you seek. Visit your.yale.edu/job-preparation.
Choose the learning experience that’s right for you.

In addition to the instructor-led courses offered through the Learning Center, you can also choose from over 9,000 courses offered through LinkedIn Learning.

LinkedIn Learning offers an extensive on-demand library. Here’s a sampling:

**Leadership & Professional Development**
- Leadership & Management
- Business Skills
- Project Management
- Professional Certifications

**Technology**
- Database Management
- Data Science
- Microsoft Office
- Web Development

**Creative**
- Digital Illustration
- Graphic Design
- Video & Photography
- Web Design

**Quiet Workspaces**

It can be challenging to take advantage of online learning at work. The Learning Center offers dedicated quiet workspaces with computer access and log-in assistance. You can register for a spot through the Training Management System (TMS) by entering the key words, **On-Line Learning Lab**.

To start learning, visit It’s Your Yale website at your.yale.edu and type LinkedIn Learning into the search box.

**Educational Assistance Program**

The university offers several ways to help you advance your education. Visit Yale’s Education Assistance Programs website for details: your.yale.edu/educational-assistance.

**Contact Us**

Phone: 203.432.5660
Email: learning@yale.edu
Learn and Grow website: your.yale.edu/learn-grow