The Learning Center

Advance your professional aspirations.

Yale
Organizational Effectiveness and Staff Development

eyour.yale.edu/learn-grow
Leadership Development

Inspire your people. Maximize performance.

To lead your team in ways that engage and inspire breakthrough performance—and develop the capabilities of your staff members—requires critical knowledge, skills, and attributes. That’s why the University developed its signature manager development program, Managing at Yale.

Managing at Yale sets in motion the fundamentals needed to support a work culture that values diverse experiences and points of view—and thrives on respect and collaboration. Through interactive and engaging presentations, real-life scenarios, and peer interactivity, you will learn about leadership principles, labor relations, diversity and inclusiveness, and much more.

Course Sequence for Managers

Remember to include the Elective Courses in your learning journey

**Core Courses Now Online**

The Managing at Yale core courses are now delivered through an online learning platform. Like an online college course, you can complete much of the content asynchronously—at your own pace—during times that work best for your schedule while still experiencing the benefits of live instruction when critically necessary. You are encouraged to participate in all live sessions with subject matter experts, however, you have the flexibility to watch most of the recorded sessions on your own time.

**Course Sequence for Managers**

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<th>CONTINUOUS PROFESSIONAL DEVELOPMENT</th>
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<td>New to Managing and/or New Manager at Yale</td>
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<td><strong>MANAGING AT YALE CORE COURSES</strong></td>
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<td>Aspiring Manager</td>
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<td>The Aspiring Manager (3 half-days)</td>
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<td>Explore key requirements and challenges of moving from individual contributor to manager. Individual must be nominated by manager.</td>
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Core Courses

Managing at Yale Essentials
Step one in the Managing at Yale Program. This virtual course provides new managers with an understanding of managing at Yale and is held over a six-week period. Participants dedicate approximately 4 hours/week into their learning.

Great Manager
Step two in the Managing at Yale Program. This virtual four-week course continues the learning journey by providing managers a better understanding of themselves, their management style, and insights on how best to create an effective culture for their team. Participants invest up to 4 hours/week into their learning.

Managing for Results
Step three in the Managing at Yale Program. This final step of the initial journey continues as a virtual 4-week course and provides a deeper understanding of how effective managers create high levels of satisfaction for customers, their staff, and themselves. Participants dedicate up to 4 hours/week into their learning.

Additional Core Courses

Extraordinary Leader
Step four in the Managing at Yale Program. 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 makes leaders extraordinary. A 360-degree leadership assessment, development plan and a coach are included. We recommend that you attend this twelve months following Managing for Results, the last course to complete the Managing at Yale series.

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

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.

Project Management for Yale Professionals
This course is intended for those either leading projects or interested in learning more about the project management discipline. Participants will learn about the Five Phases of effective project management, along with the activities that might take place in those Phases and how to apply them to a project. Additionally, they will understand how Organizational Change Management fits into their project, how to utilize proven project management tools at each of the Five Phases, and how to locate existing Yale Project Management and Organizational Change Management resources.

Questions? Check out our FAQs at: your.yale.edu/work-yale/learn-and-grow/training/leadership-development#FAQ

Check course schedule: your.yale.edu/work-yale/learn-and-grow/training/learn-grow-calendar

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 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

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.

Communicating 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. Participants will learn about the Five Phases of effective project management, along with the activities that might take place in those Phases and how to apply them to a project. Additionally, they will understand how Organizational Change Management fits into their project, how to utilize proven project management tools at each of the Five Phases, and how to locate existing Yale Project Management and Organizational Change Management resources.

Writing at Yale Level I: Mastering the Basics
This course is held over two 2-hour sessions, virtually. As university employees, we represent Yale whenever we write an email, draft a memo, or prepare a report. Yale staff members are often at the front lines of communicating with internal and external constituents; their writing is critical to the success of the university—and to their own career development.

Writing at Yale Level II
Writing at Yale Level II: Advanced Strategy and Practice. This course is held over two 2-hour sessions, virtually. Excellent writing—even among the most experienced practitioners of the craft—is rarely achieved in isolation. Our work always benefits from outside perspectives. This collaborative course is designed for those who are comfortable with the basics of grammar and style, and who are ready to take their writing to the next level in a supportive environment of fellow writers.

Taking Pride in Your Job
An essential element every employee must have in their toolkit 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.

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.

Check course schedule: your.yale.edu/work-yale/learn-and-grow/training/learn-grow-calendar

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.

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.

Check course schedule: your.yale.edu/work-yale/learn-and-grow/training/learn-grow-calendar
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 16,000 courses offered through LinkedIn Learning.

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

**Leadership & Professional Development**
- Change Management
- Organizational Leadership
- Organizational Analysis and Strategy
- Project Management
- Professional Certifications
- Talent Management
- Team Collaboration

**Technology**
- Database Management
- Data Science
- Microsoft Office
- Web Development
- Other Business Software & Tools

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

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