



## Supervisor Development



Whether you're already a supervisor, have recently become a supervisor, or wish to move into a supervisory role at Cornell, we offer a broad range of training opportunities to advance and hone your skills.

- *Related: [Managers Center](#)*

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## Supervising @Cornell

Online supervisory training to bring out the best in yourself and others.

Supervising@Cornell isn't a one-time training: it's an ongoing commitment to developing the best in yourself and your staff. This online program enables you to access all the resources available at Cornell university, at your own pace and on your own schedule, wherever you are.

**Supervising@Cornell**

Online supervisory training to bring out the best in yourself and others.

**NOW AVAILABLE IN CULearn!**

**How does supervising@cornell work?**

**A NEW APPROACH TO SUPERVISORY TRAINING**  
Supervising@Cornell isn't a one-time training: it's an ongoing commitment to developing the best in yourself and your staff. This online program enables you to access all the resources available at Cornell university, at your own pace and on your own schedule, wherever you are.

[DETAILS](#)

**Course Modules**

**WHAT CORNELL SUPERVISORS NEED TO KNOW**  
Our curriculum is custom tailored just for Cornell University, and has been developed and tested by our HR and subject matter experts. Also included are select courses from eCornell and Skillsift, a separate history of Cornell module, and special messages from Cornell leadership. More courses are in development!

[CHECK OUT THE MODULES](#)

**Who should take supervising@cornell courses?**

**GREAT SUPERVISORS ARE KEY TO OUR SUCCESS**  
Whether you've been in a supervisory role for years, are new to management, or want to move into a supervisory position, Supervising@Cornell provides the latest developments in policy, technology, and programming at Cornell to best support your staff and supervisory responsibilities.

[FREQUENTLY ASKED QUESTIONS](#)

## Supervisor Development Program

This is a 7-module curriculum and it is recommended (but not required) you take these courses in sequence. Courses are 1.5-3 hours each in addition to [Supervising@Cornell](#) pre-requisites. Each class will be offered twice this fall and once in the spring 2022 to allow participants the flexibility in attending.

All modules must be completed to receive a completion status and/or certificate for this course track. **This curriculum has a one-click registration option – you will be registered for all next available classes in this curriculum on selecting the ‘Register’ action button. To ensure your availability, be sure to VIEW CLASSES for each class and individually select the dates you are available to attend.**

[Enroll in CULearn](#)

## HR 2032 Key Expectations of Supervisors at Cornell

This session is designed to introduce supervisor expectations and how it aligns to the mission of the university. After receiving this training, the participants will be able to:

- Describe the expectations for supervisors at Cornell
- Understand how the expectations align to Leadership Skills for Success and University Values
- Identify supervisory behaviors that positively affect employees' attitudes, performance and well-being
- Discuss the impact of recognition and motivation for employees.
- Set, communicate and monitor expectations for employees.

## HR 2033 Part 1: Legal and Policy Aspects of Supervision: Introduction to Human Resources Policies, Wage & Hour and Labor Relations

This course is designed to familiarize supervisors with their managerial responsibility to understand the basic principles of labor relations and to know and follow relevant Cornell policies related to wage and hour administration. We will briefly discuss the laws that underlie these topics and help supervisors understand their role in helping Cornell meet its legal and policy obligations to its employees. A general overview of Human Resources policies will be provided.

## **HR 2033 Part 2: Legal and Policy Aspects of Supervision**

This portion of the course is designed to familiarize supervisors with their managerial responsibilities to know and follow relevant Cornell policies related to **preventing discrimination and harassment in the workplace** and **supporting legally-required job accommodations and leaves**. We will briefly discuss the laws that underlie these various policies and help supervisors understand their role in helping Cornell meet its legal obligations in these areas.

## **HR 2034 Problem Solving**

This class focuses on three supervisory skills: problem solving, applying judgment and decision making. Participants will explore each of these concepts in some depth, learn useful approaches, and practice application of them. Participants will also explore the value of diversity in decision making and problem solving.

## **HR 2035 Inclusive Leadership: Developing Intercultural Awareness for Effective Team Building**

Cultivating organizational awareness for inclusive leadership moves the participant beyond simplistic understandings of diversity toward a working understanding of equitable and adaptive leadership frameworks. By developing/expanding their impact and role as a manager, participants will sharpen their leadership edge through inclusive practices that transform the delimiting effects of group status. Participants will engage in skill building strategies, develop an Inclusive Leadership Action Plan, and actively explore inclusive leadership concepts.

## **HR 2036 Part 1: Talent Acquisition - It Depends On The Lens, Addressing Unconscious Bias in the Staff Search Process**

The Cornell Interactive Theater Ensemble and the Cornell University Recruitment and Employment Center worked very closely to develop this interactive scenario on unconscious bias in the staff search process. In this workshop for hiring managers, supervisors and search committee members, participants watch a filmed scenario of a search committee meeting, as five staff members begin to articulate their opinions about candidates for the short list. Following the scenario, the participants have an opportunity to ask one of the characters questions about the meeting. The CITE facilitator conducts a guided discussion of the participants responses to the scenario and the characters. This discussion is followed by a research talk on unconscious bias, describing the studies used to develop the interactions depicted in the scenario. The session concludes with a discussion of best practices for combating unconscious bias in searches.

## **HR 2036 Part 2: Talent Acquisition: Best Practices for Recruitment and Retention**

In any organization, your people are your most important (and costly) resource. As a supervisor, knowing how to successfully attract and retain talent is vital to your success. This session is designed to provide an overview of the recruitment and selection planning processes.

## **HR 2037 Managing for Retention and Development**

This session is designed to help managers manage the performance of their teams from setting expectations, giving feedback and finally conducting a formal performance review. The exceptional supervisor is the one who can communicate expectations about the quality, quantity, and timeliness of work to be produced in a clear and timely manner and then provide consistent and objective feedback to the employee about his/her success in meeting those expectations. The session is very interactive with a variety of small and large group activities. Participants will come to understand the impact

of diversity on performance reviews.

## **HR 2038 Supporting Employee Well-being and Career Development**

This session will equip supervisors and prospective supervisors with the knowledge and resources necessary to support a culture of well-being and career development in the workplace.

### **Additional Supervisory Courses**

#### **Leading in these Times**

As a leader, it is vital to understand the ever-changing landscape of where and how we work. In this three-course track, managers will explore relationships, strategies for effective communications, coaching for performance and development, and how to tap into employee strengths and passions.

Courses that can be taken individually or receive a certificate by completing the track. There is no required end date for completing any track – take classes at your convenience and complete in your own time!

**Course 1: [The Changing Landscape of Work](#)**

**Course 2: [Building Connections](#)**

**Course 3: [Recognizing, Developing and Moving Talent at Cornell](#)**

#### **Objectives:**

- Understand the changing landscape of where and how we work
- Learn how to build connections, norms, and culture across the team
- Establish trust within your team
- Understand the importance of recognizing, utilizing, developing and moving talent at Cornell

### **Building Trust**

**Course 1: Establishing and Maintaining Trust in Work-Groups**

**Course 2: The Value of Trust for Creating and Maintaining Belonging**

As a leader, it is your responsibility to establish trust and motivate the team to create an environment that encourages collaboration and partnership between colleagues. As a member of the team, what are you doing to foster an environment where trust is co-created? In this program, we will explore:

- How to establish trust within onsite, hybrid and remote work-groups
- What actions in work lead to trust and which disrupt trust
- How teams with high levels of trust can support employee engagement and a sense of belonging

### **Communications**

## **Course 1: HR 3055 Managing and Facilitating Meetings**

## **Course 2: HR 3056 Effective Listening**

## **Course 3: HR 3057 Giving and Receiving Effective Feedback**

## **Course 4: HR 3058 Difficult Conversations**

As a result of this track of communicating in remote, onsite, and hybrid work environments, you will learn:

- Effective techniques for facilitating business meetings
- The importance of listening and techniques for effective listening
- Cornell's expectations on giving and receiving feedback and strategies to do that well
- How to approach and manage difficult conversations

## **Emotional Intelligence**

The capacity to be aware of, control, guide, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically. In this 7-part track, we explore the role of emotions in our daily lives. The series will begin by exploring our own self-perception and expression and move through how it effects our interpersonal relationships, decision making, and stress management.

### Objectives:

- Understand what emotional intelligence is, how it works, and how we talk about it
- Explore emotions and their roles in our daily lives at work and beyond
- Evaluate the importance of emotional intelligence in navigating current events
- Develop a toolkit to help navigate interpersonal relationships, and decision making
- Utilize tools to help manage stress and maintain personal wellbeing

### **Course 1: HR 3059 Intro to Emotional Intelligence**

### **Course 2: HR 3060 Self-Perception - Self-Regard, Self-Actualization**

### **Course 3: HR 3061 Self-Expression – Emotional Expression, Assertiveness, Independence**

### **Course 4: HR 3062 Interpersonal – Interpersonal Relationships, Empathy, Social Responsibility**

### **Course 5: HR 3063 Decision Making – Problem Solving, Reality Testing, Impulse Control**

### **Course 6: HR 3064 Stress Management – Flexibility, Stress Tolerance, Optimism**

### **Course 7: HR 3065 Pulling it all Together!**

## **Employee Engagement**

*Engaged employees fully invest their best selves in the work they do. But what is employee engagement and how is it created?* Employees and leaders intuitively know that when we find a place where we can throw our hearts, spirits, minds, and hands into our work, we are happier, healthier, and produce better results. Yet, most of us struggle to understand exactly why we engage in some environments and don't in others. As a result of attending this workshop, you will:

- Understand what employee engagement is and isn't
- Learn the 3 types of employees and how to locate yourself among them
- Develop strategies to remain committed to workplace mission and vision while maintaining and enhancing your own wellbeing
- Explore the pillars of intrinsic motivation and how to work with your organization to ask for what you need
- Develop strategies for cultivating a collaborative and empowering environment that fosters pride, creativity, and commitment amongst our employees

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