



Leadership at Cornell



These courses have been created by the Organizational Development and Effectiveness team to develop leadership skills for employees in any role, as well as supervisors and managers.

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Leadership @Cornell

This is a 7-module curriculum and it is recommended you take these courses in sequence. Courses are 1.5 – 2 hours each. All modules must be completed to receive a completion status and/or certificate for this course track.

Being a Conscious Leader

In its most simple form, conscious leadership is bringing one's whole self with total awareness to your leadership position. Conscious leaders focus on the “we” rather than the “me” and realize that their role is to create a collaborative culture of trust, care, and influence. These leaders are concerned about the overall vision, are self-motivated, and are not prone to making impulsive decisions. Conscientious leaders are concerned about getting a job done in the best way for their organization and the individuals on their team. Conscious leadership is a critical element to developing a thriving team and organization that operates from presence. Conscious leaders automatically create a reliable and robust culture of trust which has a powerful impact on morale and by extension, productivity.

Emotional Intelligence Emotional Intelligence (EQ): The capacity to be aware of, control, guide, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically. Come join us as we explore our own self-perception and expression and move through how it effects our interpersonal relationships, decision making, and stress management.

Unleashing the Power of Your Team

What does it mean to be a leader and unleash the power of your team? In this course, you will explore the behaviors and cultural issues that get in the way of leading effectively, as well as your role in creating an environment where all employees feel empowered.

Creating and Maintaining a Highly Functional Team

As a leader, managing team dynamics in a productive and meaningful way can be the key to over-all success. This course focuses on five areas that are critical to a leader's ability to keep a team moving forward. Trust, conflict, commitment, accountability, and results are everyday factors that are a part of everyone's work life. Join other leaders for small and large

group discussions as we share strategies from Patrick Lencioni's "The Five Dysfunctions of a Team".

Seeing Around Corners

Looking ahead and creating an environment that encourages innovation is a valuable skill for any leader to practice. As leaders we need to pay attention to shifts in the business landscape, known as inflection points. These shifts can either create new opportunities or they can lead to devastating consequences. Leaders who can spot those inflection points, or "see around corners" early, are poised to succeed. Most shifts have subtly built over time. "Seeing Around Corners" will help you learn to leverage this concept to create a more effective, innovative, and pro-active approach to the work with which you and your team engage.

Navigating Your Work/Life Journey

Work-life integration, well-being, self-care. There is a way to bring your full, healthy authentic self to work. In this session, we discuss and develop strategies that integrate a life of play, rest, and action. Create your best life by developing a plan that works for you. Learn how to disrupt conditioned patterns of work that increase you and your team's efficiency.

Coaching for Performance

Do you wish that your team members came to you with a solution to the problem rather than seeking the answer? In this course, discover the power of coaching to bring out the best in your team and colleagues so you can be more agile to meet the changing needs of the organization and excel in your role and responsibilities.

Leader as Coach

Open to faculty, supervisors and staff who are responsible for the work of others as supervisors or project or program managers and who have attended the Faculty Leadership Program, Chair Program, Harold D. Craft Leadership Program or Turning Point as the program builds on concepts from those programs.

Leader as Coach focuses on the supervisor or leader as coach based on the 2002-19 Presence-Based Coaching model. After the course, you'll have access to follow-up coaching sessions providing the opportunity for skill mastery by putting all your learning and intentions into practice.

4 consecutive days

Objectives:

- Learn the principles of coaching
- Understand the importance of supervisor as coach
- Utilize a coaching model to help individuals discover their personal and professional potential
- Leverage mindful-based coaching strategies as a leader
- Develop relationship and establish trust
- Explore personal biases, cultural influences and learn to consciously coach across differences

Facilitated by Kathryn Burkgren, Ph.D., AVP Organizational Development & Effectiveness; Tanya Grove, Sr. Management Consultant and Ari Mack, Organizational Development Consultant

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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