Module Titles and Descriptions

Core Modules

An Orientation to Leadership at Brown University:

This orientation will ensure new leaders get off to a good start and existing leaders revisit important resources. The program covers information, tools, and resources available to all leaders at the University. Participants will discuss details about the Leadership Certification Program.

Prerequisite: None

Objectives: By the end of this module, the leader will be able to:

- Discuss the role of the Brown leader and leadership best practices
- Identify the components of the Leadership Certification Program and other key resources for success

Communicating for Leadership Success:

Brown University needs frontline leaders with strong interpersonal skills who can get things done by mobilizing and engaging staff. This module will teach leaders the Interaction Essentials™ model and key principles needed to handle the variety of challenges and opportunities they will encounter in the workplace.

Prerequisite:

1. An Orientation to Leadership at Brown University

Objectives: By the end of this module, the leader will be able to:

- Achieve results through others by building strong interpersonal relationships
- Plan for successful interactions with team members
- Provide meaningful, supportive feedback that motivates team members and helps individuals improve their performance
- Impact outcomes by consistently meeting the personal and practical needs of staff
Coaching for Peak Performance:

This module will help leaders handle both proactive and reactive coaching discussions. By understanding the importance of four coaching techniques, leaders will have more effective and efficient interactions. Since both proactive and reactive coaching discussions can be challenging, leaders will use their own or relevant scenarios to make the module meaningful to them.

Prerequisites:
1. An Orientation to Leadership at Brown University
2. Communicating for Leadership Success

Objectives: By the end of this module, the leader will be able to:

- Increase the agility and impact of their coaching
- Make the most of each coaching opportunity
- Provide input to help team members gain timely insights into their work
- Enhance the confidence and competence of their staff on an ongoing basis
- Build an engaged team that feels challenged and valued

Addressing Poor Performance:

This module will build a leader’s skills and confidence in handling chronic performance problems. Leaders will learn to focus on operational and behavioral issues and to overcome defensive reactions, such as deflecting, blaming, and redirecting. Leaders will review gathering and using data to provide effective feedback and how to balance seeking and telling to gain commitment for improvement. Using their own or other realistic scenarios, participants will practice performance improvement discussions.

Prerequisites:
1. An Orientation to Leadership at Brown University
2. Communicating for Leadership Success

Objectives: By the end of this module, the leader will be able to:

- Address poor performance in a firm, fair, and consistent manner
- Minimize the impact of chronic performance problems on people, productivity, and results
- Provide problem performers with a clear understanding of what they must do to improve and the consequences of failing to do so
- Encourage staff to take ownership of and be accountable for improving their performance
Resolving Workplace Conflict:

Conflict is a natural occurrence in the workplace. While it can lead to discoveries such as new ideas and innovative breakthroughs, if allowed to escalate, it can damage working relationships. Leaders will learn how to recognize the signs of escalating conflict between team members and take appropriate action to minimize damage. Using the Interaction Essentials™ model, leaders will practice coaching staff to resolve conflict. This module will also address the important role of a leader’s support system, University Human Resources (UHR) and the HR Business Partners, when conflicts escalate.

Prerequisites:

1. An Orientation to Leadership at Brown University
2. Communicating for Leadership Success

Objectives: By the end of this module, the leader will be able to:

- Reduce the damaging effects of workplace conflict on individuals, groups, and Brown
- Effectively address workplace conflict and enhance productivity, efficiency, and morale
- Help others take responsibility for resolving their own conflicts
- Promote a culture of trust

Engaging and Retaining Talent:

Research tells us employee engagement is the primary enabler of the successful execution of organizational strategy, and no one impacts the state of engagement and retention more than an employee’s immediate manager. This module provides leaders with a model for determining what drives an individual’s engagement as well as methods for proactively engaging and retaining talent. Leaders will learn how to conduct engagement and retention conversations and explore ways to recognize people, using no-cost everyday methods to create an engaging environment.

Prerequisite:

1. An Orientation to Leadership at Brown University

Objectives: By the end of this module, the leader will be able to:

- Engage individuals on a daily basis
- Uncover and address what individuals need to be more satisfied and engaged at work
- Inspire higher levels of engagement by acknowledging the value staff bring to Brown and showing they matter
- Increase the quality of conversations with staff about their engagement and intent to stay at Brown
Advanced Emotional Intelligence:

Emotional intelligence is the something in each of us that is a bit intangible. It affects how we manage behavior, navigate social complexities, and make personal decisions to achieve positive results. Emotional intelligence is comprised of four core skills paired under two primary competencies: personal and social.

Prior to the Advanced Emotional Intelligence session, leaders will take a self-appraisal that delivers scores for the key components of emotional intelligence: overall Emotional Quotient (EQ), self-awareness, self-management, social awareness, and relationship management.

Prerequisite:

1. An Orientation to Leadership at Brown University

Objectives: By the end of this module, the leader will be able to:

- Describe emotional intelligence. What it is, the biological basis, and the four core EQ skills model
- Explain the business case for emotional intelligence
- Measure her/his emotional intelligence skills with a debrief of their Emotional Intelligence Appraisal
- Observe emotional intelligence skills in the workplace
- Apply some of the 66 emotional intelligence strategies used to develop the four core EQ skills
- Set EQ goals and complete an emotional intelligence action plan

A Leader’s Guide to Delegating:

Effective delegation accomplishes much more than the task at hand. It also builds trust for future delegations, helps staff develop new skills, and reduces managerial stress. In this blended-learning experience, leaders will complete pre work, a 23-minute online video, and two brief articles about delegating; this will be followed by an instructor-led discussion and application session.

Prerequisite:

1. An Orientation to Leadership at Brown University

Objectives: By the end of this module, the leader will be able to:

- Discuss the benefits and challenges of delegating
- Learn and practice a 5-step process to effectively delegate
Elective Modules

To obtain certification, leaders need to complete 3 elective modules. As Brown continues to develop content for this and other programs, we will add to the list. For the most up-to-date information, visit LearningPoint.

Key:

- ILT: Instructor-led Training
- Online: E-learning module available through LearningPoint
- RIHETC: Rhode Island Higher Education Training Consortium
- Blended: Combination of online and instructor-led training