



Course Catalog

Leadership and
Organizational Development
Spring 2024





Welcome

General Training Overview

Course Types

- Aligning to
Performance & Values

Course Offerings

- Professional
Development
- Leadership
Development
- New Hires

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Welcome

We appreciate you dedicating time to making it a priority to invest in your professional growth. Talent and Culture's Leadership and Organizational Development (LOD) team is committed to providing WVU people leaders and staff with professional development resources to enhance organizational effectiveness and positively impact employee engagement.



- Jelise Ballon, Instructional Designer
- Kelsea Rebollar, Operations Coordinator
- Hannah Stillman, Training & Development Specialist



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- For more information, visit the [LOD webpage](#).



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General Training Overview

The professional development of soft skills for University staff is essential to job success and is used to improve or enhance the talents of WVU employees. For that purpose, LOD offers three categories of learning and development training courses.



Professional Development

Designed for all WVU people leaders and staff. Example topics include courses like "Improving Your Emotional Intelligence" and "Understanding our Multigenerational Workforce".



Leadership Development

Designed specifically for WVU people leaders responsible for supervising and leading others. Example topics include classes like "WVU People Leader Essentials" and "Change Management".



New WVU Employees

Designed for new hires to help support the beginning of their WVU journey. Existing employees are also encouraged to enroll in these courses as a refresher as needed. Example topics include classes like "Understanding Higher Education".



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Course Types

We provide training and development opportunities through a variety of formats to accommodate different learning styles and preferences.



eLearning

eLearning courses are online, on-demand and self-paced. These courses are interactive and take a deep dive into a topic. They typically require 30-60 minutes to complete and can be accessed from your computer or mobile device.



Live Webinar

Live webinar courses are scheduled online events with a virtual facilitator. These courses use interactive features such as live chat, polls, and Q&A. The typical length is 1-2 hours. Participants can join these live webinars from the comfort of your own workspace.



Microlearning

Microlearning courses are on-demand and self-paced. These courses are interactive and predominately focus on one learning objective. They typically require 10 minutes or less to complete and can be accessed from your computer or mobile device.

Aligning to Performance & Values

To aid employee growth and success, we create courses that reinforce the performance review indicators and align to the University's core values. The table below highlights just a few of these courses. Look for the icons throughout the catalog to find more.

eLearning Courses	Performance Indicators *						Accountability /Quality Work	Values			
	Job Knowledge	Customer Service	Teamwork	Communication	Proactivity/ Initiative	Flexibility		Service	Curiosity	Respect	Appreciation
How to Communicate with Millennials		✓		✓						✓	
The 4 Appreciation Languages at Work											✓
Remaining Calm Under Pressure		✓				✓					
Business Writing Fundamentals	✓			✓							
Take Control of Your Time: A Practical Approach to Time Management					✓		✓				
Resolving Conflict with Coworkers			✓								
Organizing Your Priorities					✓		✓				
Problem Solving Fundamentals		✓			✓				✓		
Developing a Growth Mindset to Achieve Greater Success					✓				✓		
Go Team! How to be an Effective Team Member			✓								
Working through Change						✓					
Understanding Higher Education	✓										

*Performance Indicators for Employees WITHOUT Direct Reports

Aligning to Performance & Values (cont.)

To aid employee growth and success, we create courses that reinforce the performance review indicators and align to the University's core values. The table below highlights just a few of these courses. Look for the icons throughout the catalog to find more.

eLearning Courses	Performance Indicators *						Respect/ Values Diversity	Values			
	 Builds/ Retains Strong Team	 Action Oriented/ Plans Ahead	 Makes Difficult Decisions	 Effective Performance Management	 Seeks Continuous Improvement	 Achievement of Goals		 Service	 Curiosity	 Accountability	 Appreciation
The 4 Appreciation Languages at Work											✓
7 Strategies to Smoothly Transition from Peer to Boss					✓						
Keeping Your Team Motivated: Best Practices for Leaders at Any Level	✓					✓					
Valuable One-on-One Meetings Best Practices for Leaders: How to Maximize	✓			✓							
5 Common Workplace Challenges for Teams	✓										
Organizing Your Priorities		✓								✓	
How to Have Purposeful and Effective Performance Review Conversations				✓							
Developing a Growth Mindset to Achieve Greater Success		✓							✓		
Building a Culture of Appreciation with Those You Lead				✓							✓
How Leaders Can Build and Maintain Trust	✓			✓			✓				
Working through Change		✓	✓								

*Performance Indicators for Employees WITH Direct Reports



Course Offerings

All LOD courses are available at no cost to WVU employees.

Course offerings are listed in alphabetical order and are identified by the icon to the left of each course description.

All LOD courses can be accessed through the [LOD Class Registration Portal](#). For additional instruction on utilizing the portal, please see the Resources page in this catalog.

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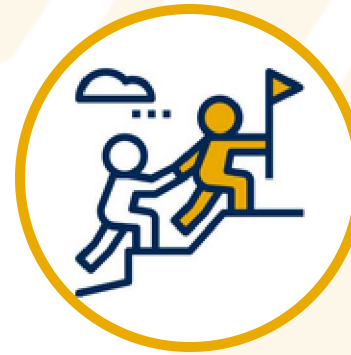
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4 Self-Care Practices You Can Do Today to Prevent Burnout



Would you describe yourself as a workaholic, perfectionist, or high achiever? Do you skip breaks and vacations—or struggle to “switch off” at the end of the workday? Do you suffer from chronic stress? If you answered “yes” to any of these questions, then you may be at risk for burnout. In this micro-learning course, you’ll learn how to spot the warning signs of burnout and four self-care practices you can start today to prevent burnout.



5 Common Workplace Challenges for Teams

Even the best workplaces face challenges. In this course, you’ll learn how to navigate some of the most common—from dealing with difficult people to overcoming your own mistakes.



A Guide to Empathy at Work

In this course, you’ll first learn what empathy is and why it’s an essential organizational skill. Then, you’ll uncover how to communicate with empathy and overcome roadblocks. Finally, you’ll work on strategies to help you build empathy.



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Building a Culture of Appreciation Among Your Peers

It's a common misconception that the act of showing appreciation and recognition should stem solely from people leaders demonstrating their gratitude towards their team. While this is an important component to having a successful recognition program, it only represents a small chunk of the overall picture. Along with a foundation of supportive leadership and the organization as a whole, the power of having encouragement from peers is something that shouldn't be overlooked.



Business Writing Fundamentals



In this course, you'll learn the fundamentals of business writing. First, you'll learn how to define your writing goals, analyze your audience, and choose the best medium for your message. You'll then explore techniques for structuring your writing, editing and proofreading your work. Finally, take your writing style to the next level with tips to ensure that it's clear, concise, and courteous.



Communication Styles

In this course, you will assess your own communication style and determine opportunities for improvement. You will also learn ways to respond to the different communication styles of others with diplomacy and tact to take your communication skills to the next level.



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Developing Assertiveness & Self-Confidence in the Workplace

There are people who know what they want and how to get it. They can accomplish this by being assertive and confident with their words and actions while maintaining positive, healthy relationships with others. Gain an understanding of what assertiveness and self-confidence mean for you in the workplace. Tap into your greatest potential as you learn to develop enhanced communication and influence skills. You will explore the importance goal setting has and gain tools and techniques that will help you to respond to difficult behaviors.



Developing a Growth Mindset to Achieve Greater Success

Developing a growth mindset allows individuals to realize their potential, increase resilience, and achieve success. In this course, you'll first learn about the differences between a fixed mindset versus a growth mindset. You'll then explore how a growth mindset can benefit you and your team. Finally, explore specific strategies to develop a growth mindset—and expand your possibilities for success.



Emotional Intelligence in the Workplace: An Essential Skill for Employees

This course is designed to give you a basic understanding of emotional intelligence and its importance in the workplace. You will have an opportunity to gain insights into your own emotional intelligence to improve this essential skill.



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Go Team! How to be an Effective Team Member

In this eLearning course, you will learn how to build and maintain trust with your teammates, communicate effectively, and how to contribute to the overall success of your team.



How to Build Better Relationships with Your Boss and Coworkers

In this course, you'll learn how being a better teammate and employee can help you foster better working relationships with your coworkers and boss. You will have an opportunity to analyze the role you play in strengthening—or weakening—your workplace relationships with the help of some do's and don'ts. You'll also learn how to repair a relationship that's been damaged.



How to Write an Email with Purpose



In business, we use email to communicate—to make our messages visible. When we first sit down to a blank screen, we must have a communication goal in mind. We need to ask ourselves: “Why am I writing this?” In this micro-learning course you'll learn why professional email communication should have a purpose, how to identify that purpose, and finally, how to write your own informative, persuasive, or goodwill message.



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How to Communicate with Gen X



Each of us is shaped by our personal experiences and the formative events of our lifetime, including our values, attitudes, and defining characteristics, such as how we communicate. The challenge is that we work with individuals who represent multiple generations and, more often than not, these generational groups differ in how they approach work/life balance, career growth, loyalty, authority and other issues that affect an organization. In this microlearning you'll learn specifically about Gen X, what has shaped and influenced this generation, and common trends for how they prefer to engage and communicate in the workplace.



How to Communicate with Gen Z



Each of us is shaped by our personal experiences and the formative events of our lifetime, including our values, attitudes, and defining characteristics, such as how we communicate. The challenge is that we work with individuals who represent multiple generations and, more often than not, these generational groups differ in how they approach work/life balance, career growth, loyalty, authority and other issues that affect an organization. In this microlearning you'll learn specifically about Gen Z, what has shaped and influenced this generation, and common trends for how they prefer to engage and communicate in the workplace.



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How to Communicate with Millennials



Each of us is shaped by our personal experiences and the formative events of our lifetime, including our values, attitudes, and defining characteristics, such as how we communicate. The challenge is that we work with individuals who represent multiple generations and, more often than not, these generational groups differ in how they approach work/life balance, career growth, loyalty, authority and other issues that affect an organization. In this microlearning you'll learn specifically about Millennials, what has shaped and influenced this generation, and common trends for how they prefer to engage and communicate in the workplace.



How to Manage Your Stress and Increase Mental Focus



We all experience stress. In many cases, moderate stress can be helpful. For example, when we're driving in heavy traffic, stress can supercharge our senses, making us more alert so we can navigate safely and avoid a collision. When stress is unmanageable and long-term, however, it can be a hindrance. It can derail our focus, performance, productivity, and more. In this microlearning, you'll learn about chronic stress and how it impacts us. Then, we'll unpack five tips for managing stress and increasing mental focus.



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Improving Your Emotional Intelligence in the Workplace

This course will empower participants with essential skills to navigate emotions more effectively in a professional setting. Emotional Intelligence (EI) plays a vital role in fostering strong interpersonal relationships and achieving overall success in our diverse and dynamic workplace. Participants will explore the principles and application of EI, allowing them to gain insight into their own emotions and how to positively impact their work environment.



It's What You're Not Saying- Non-Verbal Communication to Your Benefit



Our non-verbal cues, such as gestures, facial expressions, tone of voice, and eye contact, can say as much as the words we speak. In short, when your spoken words and visual cues are easy to understand, it's more likely your messages will be heard and seen. In this micro-learning course we'll define non-verbal communication, provide examples, and show you how to use body language, facial expressions, and actions to communicate more effectively.



Master the Art of Verbal Communication

Whether talking, listening, or presenting—most of us are constantly communicating verbally at work. A vital skill, it's also one we can continually improve. In this course, you'll learn how to make a great first impression and have an amazing conversation. You'll also receive strategies to escape from the tight spots that sometimes constrain us when we communicate with others.



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Organizing and Leading Effective Meetings



We've all sat through unproductive meetings—ones where our objectives aren't met, key players don't show up, or attendees arrive unprepared. But meetings don't have to be a waste of time. In this micro-learning course, we'll explore four techniques that you as a facilitator can use for organizing and leading an effective meeting.



Organizing Your Priorities

In this short and sweet session, you will gain the key strategies for organizing your workload to become effective and efficient. You will better understand and be able to demonstrate the use of to-do-lists and other prioritization techniques for your greatest success.



Out of Sight, Out of Mind: How to Self-Promote While Working Remotely

Working remotely has many benefits, but if you are not advocating for yourself, you run the risk of missing opportunities for growth, new assignments, recognition, and praise, and potentially job promotions. Keeping your immediate supervisor in-tune with your accomplishments and work challenges are essential while staying visible when you are not working together in a physical location. You will learn how to successfully promote yourself while working remotely in a way that doesn't seem like it; Grow Yourself, Manage Up, and Contribute to Your Team.



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Preventing Burnout: Spot the Symptoms and Take Action

Would you describe yourself as a workaholic, perfectionist, or high achiever? Do you skip breaks and vacations or struggle to “switch off” at the end of the workday? Do you suffer from chronic stress? If you answered “yes” to any of these questions, you may be at risk for burnout. In this course, you’ll learn what burnout is and how it negatively impacts your health and performance. You’ll also learn how to spot the warning signs of burnout and reverse its effects.



Problem Solving Fundamentals

While some people may just have a knack for problem solving, the truth is that anyone can develop strong problem solving skills. In this eLearning course, you’ll learn a five-step problem solving process, as well as strategies and behaviors to make problem solving easier. Finally, you’ll get tips for rising above challenges and barriers that will inevitably come your way.



Remaining Calm Under Pressure



What’s the key to remaining calm under pressure? Self-regulation. Self-regulation is a skill for managing impulsive behavior and staying collected in times of emotional intensity. In this micro-learning, you’ll learn to define self-regulation, spot why it’s necessary, and improve your own self-regulation with five strategies to help you stay cool, calm, and collected when the pressure is on.



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Resolving Conflict with Coworkers

Getting along with people can be tricky, but not impossible. This course guides you on how to work through conflict with others to achieve positive outcomes. You'll discover why workplace conflict can actually be a good thing, how to have a difficult conversation, and how to seek help when progress is at a standstill or you're dealing with a workplace conflict.



Setting Goals That Actually Work

Anyone can set an ambitious goal, but how many of us actually end up achieving it? All too often, when we embark on a seemingly smooth course, it turns out to be treacherous and unclimbable. In this eLearning course, you'll learn why the process of setting your goals is just as important as choosing targets that truly matter. You'll also learn how to set goals that accurately reflect your purpose and find tools you can use to track your progress. In the end, you'll walk away with a stronger sense of alignment between your vision and the daily habits that will help you conquer your goals in the long run.



Strengthen Your Professional Communication Skills

This introductory communication eLearning course will help sharpen your communication skills in any role.





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Take Control of Your Time: A Practical Approach to Time Management

Do you ever wish you had more hours in the day? While we can't manufacture time, we can take control over how we spend it. In this course, you'll learn what effective time management is, and how it helps you juggle competing responsibilities and interests. Then, you'll learn how to track, analyze, prioritize, and schedule your time so that you can maximize each day.



The Remote Work Survival Guide

Remote work has gained popularity over the past decade, and for good reason. But as you transition away from office distractions, daily commutes, and coworker gossip, you open the door to new challenges. A remote environment offers extraordinary autonomy—but it also comes with demands that require more accountability. In this course, you'll learn how to thrive as a remote worker with four expert strategies for overcoming typical challenges.



The 4 Appreciation Languages at Work



Not everyone likes to be appreciated in the same exact way. But when you understand your coworkers' preferred languages of appreciation, you'll be able to communicate much more effectively and your message will resonate based on what they value. In this microlearning course you'll learn about the four appreciation languages at work: words of affirmation, acts of service, quality time, or tangible gifts, and strategies for bringing them to life in the workplace.





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Understanding Our Multigenerational Workforce

Motivation is a key element to successful performance, and it's important to note that everyone has different ways of being motivated. This eLearning course will help you understand the different ways that individual differences can impact the workplace, and provide you will the tools to navigate those situations.



Valuable One-on-One Meetings: How to Make the Most of Them with Tips for Employees

Make the most of your individual meetings with your people leader by keeping them in the loop, bringing suggestions for solutions, resolving issues, exchanging feedback, creating connections, and helping each other grow professionally. You will learn how to provide impactful updates, demonstrate your ability to proactively manage your work, and share your accomplishments to build your career through the power of valuable one-on-one meetings.



Virtual Team Meetings: Tips for Everyone's Success

Team meetings should be effective and productive, but they do require some work to make that happen. We will share meeting ideas and tools that will establish expectations, create consistency, and engage participants whether you are meeting remotely or in the office.



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Working Through Change

Change is inevitable. It can often be viewed as positive or negative, vital or unnecessary, easy or difficult - often all the above. While some may be inclined to resist change, this only makes it harder. Your role in supporting change to happen is critical to your success, your team's success and your leader's success.





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3 Effective Ways to Motivate Your Staff Members

Motivating your staff requires an understanding that each staff member brings their own unique personality, skillset, and background to the team. Creating an individual approach for each staff member's motivation is necessary for any leader. During this recorded webinar, you will receive the tools you need to focus on autonomy, sense of purpose, and involvement that gains commitment.



6 Strategies to Motivate Employees

Motivation comes from internal and external forces—and those forces are unique to every person.



But why should supervisors learn about motivation? For starters, motivated employees are more productive, happier at work, and stick around longer. So, how do you tap into your team's motivation? In this microlearning course, you'll learn six strategies to motivate your team, followed by a checklist of motivation do's and don'ts.



7 Strategies to Smoothly Transition from Peer to Boss

As a first-time supervisor, you likely feel a mixture of excitement and apprehension about your new role. What changes should you expect? How do you transition peer relationships into supervisor/employee relationships? And above all, how can you become an effective leader? This micro-learning course will teach you seven strategies to help you transition seamlessly from working alongside your peers to leading the team.





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A Guide to Managing Remote Teams

Leading a remote team surfaces unique challenges. As a supervisor, what can you do to set your employees—and yourself—up for success? Will your go-to leadership strategies be as effective? This course helps supervisors transition from in-person to virtual workspaces. Overhaul your leadership toolkit with targeted techniques for hiring, increasing accountability, improving communication, and keeping remote workers connected.



Building a Culture of Appreciation with Those You Lead

Appreciation and recognition have a large impact on employee engagement. Your role as a leader has a one of the largest impacts on whether those you supervise feel appreciated. In this course you'll learn different ways of showing appreciation and recognition, the types of recognition preferences to consider, and best practices from top recognition experts.



Communicating Change

If you've ever been part of an organization in flux, you probably know instinctively that communication can make or break a given transition. But did you know that people leaders can use a defined "change communication" process to better navigate and ease the way through the change? In this course, you'll learn about the basics of change communication, how to put together a communication strategy, and discover valuable tips for cultivating employee buy-in to help assist with moving through a change initiative.



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Builds/Retains Strong Team



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Makes Difficult Decisions



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Creating the First Year Experience: Onboarding Your New Employees

In this recorded webinar, a panel of WVU Leaders are showcased to share tips and insights for effectively onboarding employees. Resources from Talent and Culture to help our new employees are included.



Delegation Dynamics: Effective Delegation Skills for People Leaders

In this one-hour session, people leaders will learn the 5 W's of who, what, when, where, and why to delegate. As a leader, you will also discover the best ways to measure progress, deliver feedback, and ensure assignment completion



Delivering Purposeful Feedback

What comes to mind when you hear the word "feedback"? If you receive feedback that is random and generic, it's possible that something negative comes to mind, but if you receive feedback that is purposeful and focused, it's more likely that something positive comes to mind. Just as you prefer focused and purposeful feedback, your employees do as well. This course will solidify your ability to release the potential in your employees by delivering feedback in a way that is timely, specific, understandable, actionable, and of course, purposeful.



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Emotional Intelligence in Leadership: An Essential Skill

This course is designed to give you a basic understanding of emotional intelligence and its importance in leadership. You will have an opportunity to gain insights into your own emotional intelligence to improve your leadership advantage.



How Leaders Can Build and Maintain Trust

This eLearning course will provide a deeper dive to leaders on how trust can impact and help sustain relationships with your team. It is recommended you take this in addition to the webinar "Building and Maintaining Trust".



How to Have Purposeful and Effective Performance Review Conversations

In this course you'll learn how to prepare for the performance review conversation with your employees, best practices for giving (and receiving) feedback, tips for those difficult conversations that may happen, resources available to you to help you through this process, and how to leverage performance reviews to identify high performers.





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How to Motivate Our Multigenerational Workforce

Motivation is a key element to successful performance. As a leader it's important for you to understand what motivates your team, how to effectively share information, and understand the differences among individual employees you support. This recorded webinar will help you identify the ways to discover effective ways to motivate and lead your team.



Keeping Your Team Motivated: Best Practices for Leaders at Any Level

Motivating your staff requires an understanding that each staff member brings their own unique personality, skillset, and background to the team. Creating an individual approach for each staff member's motivation would be necessary for any leader. In this course, you will receive the tools you need to focus on autonomy, sense of purpose, and involvement that gains commitment.



Leadership & Influence

They say that leaders are born, not made. While it is true that some people are born leaders, most leaders are made by experience. Our Leadership and Influence course will give you a better understanding of the people skills and best practices that make a leader. Once you master the techniques of true leadership, you will improve your ability to influence others and lead them in a more effective way.



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Leading Through Change

Change is inevitable. It can often be viewed as positive or negative, vital or unnecessary, easy or difficult - often all of the above. While some may be inclined to resist change, this only makes it harder. As a people leader, your role in making change happen is critical and you are in a unique position to help your team navigate it. In this course, we will share tips and best practices to better equip you to lead through change.



Moving from Peer to Supervisor

During this course, you will: Discuss the skills needed to transition from working alongside as peer to leading the team, identify challenges of leading others including former peers with various experience levels, and explore strategies to build and maintain trust, commitment, and loyalty with your new team.



The Power of Feedback: How to Give Feedback Effectively

In this course, people leaders will learn to deliver constructive criticism in a way that inspires and encourages their staff. Applying the best practices within this course will help you as a leader to deliver feedback in a way that is heard, understood, and valued.



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General Training Overview

Course Types

- Aligning to Performance & Values

Course Offerings

- Professional Development
- Leadership Development
- New Hires

Resources



Practical Ways to Recognize and Show Appreciation to Remote Employees



When employees are working in a remote capacity, it requires you as a leader to be more intentional with your appreciation efforts. You cannot rely on telling folks "great work" (or even seeing that work) on a morning stroll to the break room. Whether you are leading a hybrid or fully remote team for the first time or you have been doing it for years, the approach you use to keep appreciation and recognition a priority may have to be adjusted for remote versus in person teams. In this micro-learning course you will learn some practical ways to acknowledge and demonstrate appreciation for your employees.



Valuable One-on-One Meetings Best Practices for Leaders: How to Maximize Them

In this course, you will learn how to connect with your employees individually, provide customized opportunities to increase overall effectiveness, and boost employee engagement and performance through the power of valuable one on one meetings.



Live Webinar



Microlearning



Builds/Retains Strong Team



Action Oriented/Plans Ahead



Makes Difficult Decisions



Performance Management



Continuous Improvement



Achievement of Goals



Accountability



Service



Curiosity



Respect



Appreciation



Leadership Development

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WVU People Leader Essentials: Part 1 eLearning

This eLearning course is the first portion of the series “WVU Leadership Essentials”, which is targeted for new leaders at the university. The eLearning modules are self-paced and can be completed anytime within the 30 days of enrolling. Topics include the most critical information to help you be successful in effectively leading your teams.



WVU People Leader Essentials: Part 2 Live Webinar

This course is part two of the series “WVU Leadership Essentials”, which is targeted for new leaders at the University. This interactive webinar will provide you with the opportunity to ask questions and hear from the experts on topics essential to your success in effectively leading your teams.





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Understanding Higher Education

Understanding Higher Education is a self-paced eLearning course that walks through all of the basics for what it means to work in the Higher Education industry. Along with highlighting these unique characteristics, the module dives into specific structures and governance of what working at West Virginia University looks like. This course is highly recommended for new staff and faculty, but open to anyone to complete.



eLearning



Live Webinar



Microlearning



Job Knowledge



Customer Service



Teamwork



Communication



Proactivity/
Initiative



Flexibility



Accountability



Service



Curiosity



Respect



Appreciation



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Visit the [LOD Class Registration Portal](#) to [create a profile](#), [enroll and unenroll in courses](#), [access your eLearning](#), or [access a transcript](#).



The [Powerful Debrief Questions](#) guide provides you with a self-reflective method of increasing back-on-the-job application for enhanced performance.



Visit the LOD webpage for more information on programs and services regarding training opportunities, appreciation and recognition, and additional tools.



Questions? Contact the LOD team at lod@mail.wvu.edu