

Campus-Specific Implicit Bias

	Resource	Website	Framework/ Requirements	Content/Description	Duration	Platform	Certificate(s) Provided
UC Santa Cruz	UCSC Diversity Resources	https://diversity.ucsc.edu/	<p>The Diversity and Inclusion Certificate Program consists of:</p> <ul style="list-style-type: none"> Attending a mandatory orientation course in October 6 required courses 2 elective courses of your choosing Attending a capstone seminar and presentation session where program graduates will apply the knowledge gained in the program to their work on campus. 	<p>Diversity & Inclusion Certificate Program</p> <p>This program provides a valuable professional development opportunity at no cost to the participants or their respective units. It is designed to offer participants an in-depth examination of diversity and differences in order to gain a greater understanding of how we can and why we should work together to build a stronger and more inclusive UC Santa Cruz community. Participants will gain valuable knowledge and skills that will enable them to more effectively and enjoyably work and lead in a multicultural, diverse environment.</p>	Year-Long Each course is 3 hours	Local UC learning center (online)	Yes
			N/A	<p>Committees & Initiatives: The Office for Diversity, Equity, and Inclusion supports several committees and initiatives:</p> <ul style="list-style-type: none"> o Antiracism Programs, Projects and Resources o Campus Inclusive Climate Council o Co-funding Committee o Diversity Facilitators Team o Hate/Bias Response Team o MLK Convocation Committee o We Are Slugs (online program) 	N/A	N/A	N/A
			Will start in 2022	<p>Dialog series: The overall goal of this series is to have productive and honest discussions, oftentimes about challenging subject matter, to continue to build and foster a healthy campus climate. We hope to provide our UCSC community with tangible "takeaways" and "best practices" that they can put to good use.</p> <p>The ODEI Dialogue Series has been developed to achieve the following learning objectives for participants:</p> <ul style="list-style-type: none"> o Experience interacting respectfully with members of the campus community whose approaches to issues differ o Identify potential partners and collaborators across campus o Explore creative solutions to concerns, questions and issues o Understand how individuals' experiences at UCSC are complex and multilayered o Hone critical skills to build communities of support o Learn about various support resources on and off campus 	Unknown	Unknown	Unknown

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UC Santa Barbara	UCSB Diversity Resources	https://diversity.ucsb.edu/	Varies depending on program	<p>Workshops: Best Practices with a DEI-Lens: You will be guided through: o he 6-Step Process that takes your committee from start to finish o Incorporate the 5 Critical Elements to be addressed; e.g., Recruitment o Setting SMARTER Goals o Developing Strategies to meet Goals o Utilizing a standardized 4-Component Template to focus on each Element</p> <p>Faculty Search Briefings From a DEI-Lens: You will be guided through: o Starting with your departmental DEI strategic plan to identify the targets of your search (e.g., historically underrepresented faculty of color) o Reviewing Prop 209 – we do not have to be “blind” o Utilizing DEI encouraging/welcoming non-biased language o Reviewing and rating a Statement of Contributions to DEI o Setting up the Rules for Search Committees o Assigning Roles for Search Committee members o Utilizing Rating Matrices</p> <p>Implicit Bias & Racial Microaggression: This workshop will provide an overview of how (Racial) Microaggressions are the enacted form of Implicit Biases. We will explore the internal dilemma victims experience; the types of racial microaggressions; their hidden messages; offenders' typical responses and stated intent; the impact on injured party; and what one can do to mitigate the offenses.</p> <p>This workshop will provide an overview of how (Racial) Microaggressions are the enacted form of Implicit Biases. We will explore the internal dilemma victims experience; the types of racial microaggressions; their hidden messages; offenders' typical responses and stated intent; the impact on injured party; and what one can do to mitigate the offenses.</p> <p>Participants are required to review the following Implicit Bias video series from UCLA</p> <p>Power & (White) Privilege Prerequisite: Implicit Bias & Racial Microaggression workshops</p> <p>This workshop will provide an overview of how USA Power and Privilege operate in our daily lives. We will begin with a review of the wealth distribution and who has authority and control over rules that direct us. We will explore some of the historical events that cemented generational advantages and differences between people of color and whites. We will discuss how being part of the majority white culture is seen as “the normal” and thus individuals are granted “the benefit of doubt.” Lastly, we will look at how disadvantage and oppression are the other side of privilege; and end with a working definition of racism.</p> <p>Navigating Difficult DEI Discussions & Situations (Advanced/Dialogue) Preferred prerequisite: Racial Microaggressions and Power + Privilege Workshop</p> <p>This workshop will allow us to discuss how to create a “DEI Learning Space” within the classroom, in meetings, and within the larger campus. Participants will learn to take advantage of openly discussing diversity, equity, and inclusion issues that matter.</p>	Varies	Unknown	N/A

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UC San Diego	UCSD Diversity Resources	https://diversity.ucsd.edu/	21 short assignments, including readings, videos, and podcasts Challenge is completed with a group. 'Facilitating Your Own 21-Day Anti-Racism Challenge' is available for download.	<p>21-Day Anti-Racism Challenge: Promotes a deeper understandings of race, power, privilege, supremacy, and oppression</p> <p>Completing the Chancellor's 21-Day Anti-Racism Challenge Includes:</p> <ul style="list-style-type: none"> o Review all materials from beginning to end o Journal thoughts and observations; notice learning edges and points of discomfort; think about what the content is bringing up for you, your background, and your understanding o Watch the corresponding webinar debrief sessions for each challenge section* o Use weekend breaks for rest and reflection 	3 weeks	Online	Unknown
			N/A	<p>Black Academic Excellence Initiative (BAEI): BAEI Advisory Committee develop recommendations that improve the presence and experience of Black faculty, undergraduate and graduate students, and staff.</p> <p>Black Academic Excellence Initiative (BAEI) Includes:</p> <ul style="list-style-type: none"> o Undergraduate Scholarship o 6th College African/Black Diaspora Living-Learning Community o Black Studies Project Seed Funding o Black Resource Center Expansion o Black Student Union (BSU) Overnight Program Augmentation o Expansion of Academic Success Support o BAEI Co-sponsorships 	N/A	N/A	N/A
			N/A	<p>Other Initiatives:</p> <ul style="list-style-type: none"> o Equity, Diversity, and Inclusion (EDI) Advisory Council: Focus on institutional access and representation, campus climate and intergroup relations, and institutional transformation. EDI (Equity, Diversity, & Inclusion) Unit Plan: Created to recruit talented underrepresented students and faculty, increase retention, and ensure a welcoming campus environment. o Latinx/Chicanx Academic Excellence Initiative: Designed to ensure that California's fastest growing student population feels welcome, supported, and able to thrive at UC San Diego. o Leaders for Equity Advancement and Diversity (LEAD) Fellows: LEAD Fellows are campus champions who engage and lead crucial conversations around improving organizational learning and campus climate. 	N/A	N/A	N/A

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UC Riverside	UCR Diversity Resources	https://diversity.ucr.edu/	Varies depending on program	<p>The training titles below reflect some of the options already offered on campus. DEI also work with units to produce training that is specific to a department.</p> <ul style="list-style-type: none"> o Creating and Sustaining an Inclusive Departmental Cultural Climate o Improving Diversity, Equity & Inclusion in Search Hiring Processes o Inclusive Excellence & Unconscious/Implicit Bias: Understanding the Principles & Vocabulary o Diversity, Equity & Inclusion on the American Campus for Student Financial Aid Administrators o Inclusive Working Climates for Facilities Employees o Diversity, Equity & Inclusion in Academic Professionalization for Graduate Students o How to Write a Diversity Statement o Diversity, Equity & Inclusion Initiatives at UC Riverside o UC Systemwide Diversity, Equity & Inclusion Initiatives o Inclusive Cultural Competence o Decolonizing Leadership Models in Higher Education o Diversity, Equity & Inclusion Work in Residential Life o Diversity, Equity & Inclusion for Student Staff Employees o Diversity, Equity & Inclusion in Classroom Instruction/Pedagogy and Course/Syllabus Design o Institutional Racism and Improving Climate o Discrimination and COVID-19 	Varies	Unknown	Unknown
			N/A	<p>Video Resources:</p> <ul style="list-style-type: none"> Racial Microaggressions: Comments that Sting Microaggressions in the Classroom Implicit Bias: Real World Consequences Implicit Bias: Countermeasures 	Varies	Online	No

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UC Merced	UC Merced Diversity Resources	https://diversity.ucmerced.edu/	Website links, dashboards, and reports	Initiatives include: <ul style="list-style-type: none"> o Valuing Black Lives Initiative: o Equity & Justice Advisory Board o Campus Experience Survey Workgroup (CESW) o Inclusive Excellence Institute o EDI External Review & Organizational Design Workgroup o People First Workgroup 	Self-paced	Online	No
			The DACP consists of four core diversity workshops, two elective courses and completion of a service-learning project.	Diversity Awareness Certificate Program (DACP) Participants who complete the DACP will: <ul style="list-style-type: none"> o Report increased self-awareness of own identities and intersections of those identities. o Report increased awareness of concepts of diversity, equity and inclusion. Accumulate social justice concepts as they relate to power, privilege and oppression. <ul style="list-style-type: none"> o Articulate and demonstrate how to be an ally to marginalized communities. o Develop strategies to meet specific challenges that may arise in the workplace or personal life. o Fulfill UC Merced's Diversity Core Competency requirement. o Develop skills to become a facilitator for one or more of the Diversity Awareness Certificate Program core requirement course(s). 	DACP as stand-alone programs: two-day Diversity Awareness Workshop DACP as a series: four core diversity workshops, two elective courses and completion of a service-learning project	Online/In Person	Yes
			7 seminars provided throughout the semester - 6 are required (3 mandatory) to earn certificate	Uprooting Inequities Seminars Uprooting Inequity offers in-depth, evidence-based remote seminars on the history, economics and behavioral science of structural racism. The first five seminars trace the history of anti-Black racism in the US and build on each other, and thus ideally taken in succession.	90 minutes per session + optional 1 hour discussion after	Online	Yes

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UC Los Angeles	UCLA Diversity Resources	https://equity.ucla.edu/	Website links, articles, and media. Also provides available services at UCLA.	Includes Equity, Diversity, and Inclusion (EDI) Toolkits: A collection of valuable resources, guidance, and information for the campus community. Preventing Discrimination: Anti-Asian Discrimination Preventing Discrimination: Anti-Black Discrimination Principles Against Intolerance Supporting Our International Communities Supporting Our Native American and Indigenous Communities	Varies	Varies	Unknown
			Unknown	Establishing Equity and Inclusion in the University Setting: Strategies, Resources and Best Practices This workshop provides essential tools for recognizing bias, preventing discrimination, and creating an equitable environment in the university setting. The workshop covers laws and University policies addressing discrimination and harassment, supervisors' responsibilities, and case studies of situations that may arise in the university environment, including gray areas that may lead to complaints. The workshop also provides strategies, resources and best practices for creating a respectful, equitable and inclusive environment for all members of the University community.	Unknown	Live Workshop	Unknown
			Videos linked via YouTube created by BruinX, the R&D unit within UCLA's Office of Equity, Diversity and Inclusion.	Implicit Bias Video Series: Preface: Biases and Heuristics (5:14) Lesson 1: Schemas (3:12) Lesson 2: Attitudes and Stereotypes (4:13) Lesson 3: Real World Consequences (3:45) Lesson 4: Explicit v. Implicit Bias (2:49) Lesson 5: The IAT (5:14) Lesson 6: Countermeasures (5:23)	Approx. 30 minutes	Online	No
			Guides & Reports: pdfs published by the Perception Institute	The Science of Equality , Vol. 1: Addressing Implicit Bias, Racial Anxiety, and Stereotype Threat in Education and Health Care The Science of Equality, Vol. 2: The Effects of Gender Roles, Implicit Bias, and Stereotype Threat on the Lives of Women and Girls	Self-paced	Online	No

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UC Irvine	UCI Diversity Resources:	https://uci.edu/diversity/index.php	Varies depending on program	Programs include: <ul style="list-style-type: none"> o UCI Black Thriving Initiative: Recognizes and responds to anti-Blackness as an existential threat to UCI's mission as public research university. o This is What a Scientist/Engineer Looks Like: A series of talks/film presentations focusing on diversity in STEM. o Perspectives on Bias, Prejudice, & Bigotry: Series of talks throughout the year focusing on issues such as Racial Bias in America, among others. • Advisory Council on Campus Climate, Culture & Inclusion: Vision - To be an active and trusted inclusionary body that connects with members of our community. 	Varies	Varies	Unknown

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UC Davis	UC Davis Diversity Resources	https://diversity.ucdavis.edu/	Varies depending on program	<p>Diversity & Inclusion Education Program provides educational opportunities through courses, seminars, trainings, and workshops to campus units and departments. Diversity & Inclusion Education Program has facilitated unit and department courses around topics including:</p> <ul style="list-style-type: none"> o Avoiding Bias in the Hiring Process o Conducting Culturally Inclusive Trainings o Conflict Management: Diversity in Conflict Modes o Culturally Inclusive Language o Disability Awareness in the Workplace o Diversity Awareness for New Supervisors and Leads o Implementing the Diversity and Inclusion Strategic Vision o Inclusive Advising, Inclusive Classrooms, Inclusive Leadership, Inclusive Tutoring o Intercultural Communication and Competence o Intercultural Recruitment and Selection o Living the Principles of Community – Debrief o Is it Bullying? Awareness, Understanding & Strategies in Dealing with Abrasive Behaviors in the Workplace o Leading and Managing in a Multicultural Community o LGBTQIA+ Inclusion in the Workplace o Living the Principles of Community (online) o Making the Unconscious Conscious: Understanding and Mitigating Bias o Microaggressions: Towards Greater Awareness and Understanding o Understanding Diversity and Social Justice o Understanding Generational Differences o Understanding Religious Differences in the Workplace 	Varies	Unknown	Unknown

Campus-Specific Implicit							
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UC Berkeley	UC Berkeley Diversity Resources	https://diversity.berkeley.edu/about	Varies depending on program	Programs: <ul style="list-style-type: none"> o Faculty Equity Advisors: Information and resources to support Faculty Equity Advisors in promoting equity and diversity in their departments. o Diversity Planning: Tools, resources and support for departmental planning on equity, inclusion and diversity. o Faculty Dialogues: Creating Inclusive Classrooms: Peer-led departmental conversations on inclusive teaching and learning practices. o Teaching in Troubled Times - Discussion Series: Dialogue series exploring the ways that current social/political challenges and concerns are impacting faculty, students, classrooms, and the Berkeley campus. o Diversity Consulting and Facilitation: Consulting, facilitation, and training for faculty and departments on issues of equity, inclusion, and diversity o Teaching Resources: Research and tools from the Multicultural Education Program for improving classroom climate and creating learning environments where all students can thrive. o Faculty Mentoring: Resources and best practices to support faculty mentoring, success, and belonging. 	Varies	Unknown	N/A

UC Systemwide Management							
	Program	Website	Framework/ Requirements	Content/Description	Duration	Platform	Certificate(s) Provided
UC Systemwide Resources	UC People Management Series	https://ucnet.universityofcalifornia.edu/working-at-uc/your-career/talent-management/people-management-series-and-certificate/index.html	16 core courses, plus 4 electives courses which include systemwide eCourses and locally identified online and instructor-led courses.	<p>Core Courses:</p> <p>1) Performance Management Overview 2) Setting Expectations and Individual Performance Goals 3) Giving & Receiving Feedback 4) Engaging & Developing Employees 5) Conducting Performance Appraisals 6) Motivating, Recognizing and Rewarding Employees 7) Coaching for Performance 8) Managing Corrective Action 9) Hiring for Success 10) Strategic On-Boarding 11-16) Managing Implicit Bias Program (6 additional courses)</p> <p>Elective Courses:</p> <p>1) Managing People 2) Administration & Operations 3) Change Management 4) Communications</p>	Self-paced	Local UC learning center (online)	Yes
	UC Management Development Program	https://ucop.edu/human-resources/management-development-program/index.html	The program consists of completing 4 modules focused around the UC Core Competencies of people management, employee engagement and change management. 1) Manager Redefined 2) Employee Engagement 3) Exercising Influence 4) Leading Change and Managing Transitions	The Management Development Program (MDP) is a dynamic systemwide training program that's designed to enhance and strengthen your leadership capabilities in the UC core competencies and ensure you have the skills, knowledge and resources to effectively lead, engage, and develop your team.	Self-paced	Enrollment specifics vary by location.	Unknown
	Management Skills Assessment Program (MSAP)	See individual campus websites for information	Certificate Program or Training Series Fee for Assessee Free for Assessor	MSAP is designed to assess, on an individual basis, the management skills of UC supervisors and managers. The program enables participants to identify managerial strengths, gain information on skills they need to improve, learn about the range of skills necessary for effective management, practice these skills in a supportive environment, and work with a manager trained to identify professional development activities. Participants demonstrate management skills in role-playing exercises that simulate typical management activities. The participant works with their assessors to design an individualized development plan based on the assessment of strengths and improvement opportunities.	Offered fall and spring yearly. 4 day program Assessors receive a 2 day training in advance of their first MSAP and additional training on-site to prepare them for their role	In person - offsite Will resume in 2022.	Yes
	UC Performance Management Series	https://ucnet.universityofcalifornia.edu/working-at-uc/your-career/talent-management/performance-management/index.html	An eight-part series providing the fundamentals of performance management, including important information, tools and resources needed to support UC people managers in their roles,	The series provides the fundamentals of performance management, including important information, tools and resources needed to support UC people managers in their roles. Series includes: 1) UC Performance Management Overview 2) UC Setting Expectations 3) UC Giving & Receiving Feedback 4) UC Engaging & Developing Employees 5) UC Conducting Performance Appraisals 6) UC Motivating, Recognizing & Rewarding Employees 7) UC Coaching for Performance 8) UC Managing Corrective Action	Self-paced	Local UC learning center (online)	Unknown
	UCnet: Succession, Organizational Readiness and Retention	https://ucnet.universityofcalifornia.edu/working-at-uc/your-career/talent-management/succession-readiness-retention/index.html	Online resource with slides and PDFs for each step.	An effective organizational readiness strategy encompasses seven steps : Step 1: Vision of the Future Step 2: Structure and Key Roles Step 3: Competencies for Key Roles Step 4: Talent Review Step 5: Gap Analysis Step 6: Gap Resolution Step 7: Sustainability and Successes	N/A	Online via website	No
	UC Systemwide Leadership Collaborative – CORO	https://www.ucop.edu/human-resources/coro/index.html	Participate in one of two cohort groups: Northern California or Southern California	The UC-Coro Systemwide Leadership Collaborative program focuses on enhancing leadership skills and developing intercampus and cross-functional collaboration. Program Purpose: To enhance leadership skills and foster relationships, networking and collaboration across UC while building a pipeline for executive leadership positions.	Eleven sessions, consisting of three, two-day intensives held at various UC locations, plus five, interactive virtual sessions	In Person/Virtual for 2021	Graduation ceremony at completion.
	The Search Advisory and Hiring Committee Best Practices Training	https://ucnet.universityofcalifornia.edu/working-at-uc/your-career/talent-management/talent-acquisition/employment/search-hiring-committee.html	eCourse	The Search Advisory and Hiring Committee Best Practices training eCourse will help participants identify and review: Federal and state laws and UC policies and procedures that govern hiring practices Strategies and techniques for ensuring equity through identification and management of biases that may influence search or hiring processes The important roles committee chairs and individual committee members play in making a successful hire The training is relevant and recommended for any individuals or committees engaged in search advisory and/or hiring functions.	Self-paced	Local UC learning center (online)	Unknown
	UCOP's Leadership-Development Cohorts Aspiring Leaders Development Program (ALD)	https://link.ucop.edu/2021/11/15/learn-about-ucops-leadership-development-cohorts/	The ALD program includes five two-hour interactive workshops that are organized around research-based practices on the key skills that differentiate effective leaders. Workshops focus on 'tipping point' skills — small changes that can quickly make a big impact. 30 minute info session is offered.	Give participants an opportunity to explore leadership roles and skills before holding a formal manager position.	Five 2-hour interactive workshops. Five class sessions take place every two weeks	Unknown	Unknown
	UCOP's Leadership-Development Cohorts UCOP People Management Integrated Learning Program (PM-ILP)	https://link.ucop.edu/2021/11/15/learn-about-ucops-leadership-development-cohorts/	PM-ILP complements the online People Management Series and Certificate program. Participants take online courses in a designated sequence, then meet monthly as a cohort to deepen their knowledge. Cohort sessions include guest speakers, opportunities to engage in best practices with peers and resources for workplace use.	PM-ILP complements the online People Management Series and Certificate program. Participants take online courses in a designated sequence, then meet monthly as a cohort to deepen their knowledge. Cohort sessions include guest speakers, opportunities to engage in best practices with peers and resources for workplace use.	Eight class sessions take place monthly. Between live classes, participants must complete online People Management Series and Certificate courses	In-person/online	Unknown

UC Systemwide Implicit Bias Series							
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UC Systemwide Resources	UC Managing Implicit Bias Series	https://ucnet.universityofcalifornia.edu/working-at-uc/your-career/talent-management/professional-development/managing-implicit-bias.html	6 eCourses designed to increase awareness of implicit bias and reduce its impact at the University. These courses are part of the core courses required to complete the UC People Management Series and Certificate, but can be taken individually.	Series includes: 1) What is Implicit Bias? 2) The Impact of Implicit Bias 3) Managing the Influence of Implicit Bias: Awareness 4) Common Forms of Bias 5) Managing the Influence of Implicit Bias: Mindfulness and Conscious Debiasing 6) Managing Implicit Bias in the Hiring Process	Self-paced	Local UC learning center (online)	Yes
	UC Systemwide Diversity Resources	https://ucnet.universityofcalifornia.edu/working-at-uc/our-values/diversity.html	Website with links	Systemwide resources include: o Faculty diversity initiatives o Office of the General Counsel: Guidance on enhancing diversity at UC o Accountability Report o Systemwide Advisory Committee on the Status of Women o Report of the Staff Diversity Council o Equal Employment Opportunity, Affirmative Action and Diversity Administrators	Not applicable	Online	Not applicable
	UC Systemwide Diversity Resources Staff Diversity	https://diversity.universityofcalifornia.edu/programs/staff-diversity.html	Website with links	Data provided as well as campus-specific initiatives to ensure staff diversity (view links)	Not applicable	Online	Not applicable

Non-UC Management Training							
Program	Website	Framework/Requirements	Content/Description	Duration	Platform	Certificate(s) Provided	
Non-UC Resources	Harvard Business Review	https://hbr.org/	Fee-based Books and articles for purchase	Samples, o Interpersonal Communication o Leadership and Management o Implicit Bias o Having Difficult Conversations	N/A	Online	N/A
	LinkedIn Learning Courses	https://www.linkedin.com/learning/	Fee-based	Sample of Courses Offered, Leadership and Management Courses o Business Strategy o Coaching and Mentoring o Communication o Crisis Management o Decision-Making o Executive Leadership o Leadership Skills o Management Skills o Meeting Skills o Nonprofit Management o Organizational Leadership o Talent Management o Teams and Collaboration	Varies	Online	Yes
				Having Difficult Conversations Course: A Guide for Managers (6 part series): Conflict is inevitable—in work and in life. Managers must address performance issues, and colleagues with competing priorities must figure out how to work together. These situations call for having difficult conversations. In this course, Marlene Chism explains how to have difficult conversations, build your communication skills, and improve your relationships, teamwork, and business performance. She explains how to identify underlying differences in work styles, goals, and power dynamics and change the way you view conflict. She provides a model to move the conversation in a positive direction and to determine next steps. Plus, learn how to check for resistance with a single useful phrase.			
	Coursera	https://www.coursera.org/	Fee course material without certificate included Fee for Course + Certificate, Guided Projects, Specializations, Professional Certificates, MasterTrack Certificates, Degrees Offered via other institutions	Sample of Courses Offered, Coaching Conversations By the end of this course, you will be able to demonstrate appropriate and effective strategies when engaging in coaching conversations with those that you lead. Modern Supervisor Skills This course provides the essential skills and knowledge that you as a supervisor will need to understand and communicate effectively with employees and customers from a wide variety of backgrounds. The Manager's Toolkit: A Practical Guide to Managing People at Work At the end of the course we hope you will be better equipped to choose a suitable employee, to motivate and appraise your team, to manage conflict in the work place and to lead and make decision on a day to day basis.	Varies	Online	No for free courses Yes for paid courses
	Stanford Graduate School of Business Executive Education	https://www.gsb.stanford.edu/exec-ed/programs/sharpen-your-communication-skills	Fee-based Self-guided on-demand course / 60 day access	Sharpen Your Communication Skills: Sharpen Your Communication Skills will explore the behavioral science research behind effective communication practices to help you refine your communication skills — and be sure that your message is heard. This on-demand online course is designed to help you become a more savvy communicator, and to use your communication skills to elevate your impact. o Examine key concepts of communication theory and practices including: communication biases, communicating through behavior, delivering praise, persuasive communication, and compelling presentations to further hone your communication style and expand your impact. o Explore examples of leaders who successfully managed their communications to demonstrate how key communication frameworks can be applied to real-life situations o Reflect upon your own communication style and engage in experiential exercises designed to build keen communication skills that you can apply across all of your communications and interactions.	10-15 hour time commitment	Online	Yes
				Designed for o Highly-motivated individuals who see the value in improving their communication skills across all of their interactions to increase their personal and professional impact o Professionals who want to use nuanced communication skills to extend their influence and embrace larger leadership roles o Leaders who want to elevate their communication delivery and practices to craft compelling messages and presentations to their teams			
	Skillssoft	https://www.skillssoft.com/	Fee-based Courses, books, audiobooks, and channels offered	Sample of Courses Offered, o Difficult Conversations: Many people avoid difficult conversations. Explore different techniques for handling these situations while preserving your relationships. (2 courses, 8 books, 10 audiobooks) o Dealing with Conflict: Conflict in the workplace can be either disruptive or productive. Learn how to deal with both to achieve better business outcomes. (7 courses, 8 books, 11 audiobooks) o Adapting to Change: Organizations need to change to remain competitive and vibrant. Discover how to embrace change in your organization. (3 courses, 9 books, 10 audiobooks) Leadership Development Content (pdf): https://www.skillssoft.com/pdf/CSG_LeadershipDevelopmentProgram.pdf	Courses - 288 18m in total Audiobooks - 407h 26m in total	Online	Digital badge Can be shared on any social network or business platform.
	Cornell	https://cornell.cornell.edu/courses/leadership-and-strategic-management/leading-challenging-conversations/	Fee-based	Leading Challenging Conversations Overview: Sometimes there's a person, a situation, or an issue that really drives you crazy. Often, the only way forward is to face the issue head on by having a conversation about it with those involved. While that may sound simple, the situations are often emotionally charged, and people tend to avoid these conversations at all costs. Generally, issues that require these conversations don't rise to the level of a conflict and aren't considered performance issues, making it even harder for those involved to know how they should move forward. Leading challenging conversations is about facing your discomfort and dedicating yourself to the conversation that needs to happen. You'll learn to identify issues that require a conversation, and to self check if you are the correct person to have the conversation. Once you've identified a conversation, you'll follow a process that helps you create a plan, conduct the conversation, and follow up.	2 weeks (3-5 hours per week)	Online	Yes
	American Management Association	https://www.ama-net.org/how-to-manage-difficult-conversations/	Fee-based	How to Manage Difficult Conversations: Even in the best corporate cultures, some conversations are tricky. Explore why these conversations are so difficult, how to manage emotions that result from this, and what strategies to apply as managers, leaders, or individual contributors, to navigate these challenging conversations. o Become familiar with the science behind emotional responses to challenging conversations o Recognize signs of fight or flight and respond to triggers in themselves and others o Shift from an adversarial stance to a collaborative approach to conversations o Define the objective of a challenging conversation and keep the conversation on track o Use communication techniques to manage a challenging conversation and produce better outcomes	2 sessions / 2.5 hours per session	Online or your company location	Unknown
		https://www.ama-net.org/handling-difficult-conversations-at-work/	Fee-based	Handling Difficult Conversations at Work: After completing this course, you will be able to: o Understand how to prepare for and carry out a difficult conversation o Know how to use improv techniques to create an effective dialogue in a challenging situation	90 minutes	Online (webinar)	Unknown
Udemy	https://www.udemy.com/course/search/?q=difficult+conversations&sc=stock&w=difficult+conversation	Fee-based	Courses include, How to Manage Difficult Conversations: Beginner's Guide. Become more confident holding conversations about difficult topics. Learn communication skills and successful mindsets. Difficult Conversations: Master Difficult Conversations introduces you to the key tools and know-how that you need to effectively communicate in order to build stronger relationships and better outcomes! Dread-Free Difficult Conversations: Speak Up with Courage. Overcome your discomfort and assertively lead productive, empathetic conversations with win-win outcomes. Manager's Guide to Difficult Conversations: Communication techniques & scripts for handling difficult conversations, conflict management & managing emotions. Difficult Conversations at Work Made Easier Step by step guidance for managing difficult conversations at work	varies	Online	Unknown	

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	Program	Website	Framework/ Requirements	Content/Description	Duration	Platform	Certificate(s) Provided
UC Systemwide Resources	UC Managing Implicit Bias Series	https://ucnet.universityofcalifornia.edu/working-at-uc/your-career/talent-management/professional-development/managing-implicit-bias.html	6 eCourses designed to increase awareness of implicit bias and reduce its impact at the University. These courses are part of the core courses required to complete the UC People Management Series and Certificate, but can be taken individually.	Series includes: 1) What is Implicit Bias? 2) The Impact of Implicit Bias 3) Managing the Influence of Implicit Bias: Awareness 4) Common Forms of Bias 5) Managing the Influence of Implicit Bias: Mindfulness and Conscious Debiasing 6) Managing Implicit Bias in the Hiring Process	Self-paced	Local UC learning center (online)	Yes
	UC Systemwide Diversity Resources	https://ucnet.universityofcalifornia.edu/working-at-uc/our-values/diversity.html	Website with links	Systemwide resources include: o Faculty diversity initiatives o Office of the General Counsel: Guidance on enhancing diversity at UC o Accountability Report o Systemwide Advisory Committee on the Status of Women o Report of the Staff Diversity Council o Equal Employment Opportunity, Affirmative Action and Diversity Administrators	Not applicable	Online	Not applicable
	UC Systemwide Diversity Resources Staff Diversity	https://diversity.universityofcalifornia.edu/programs/staff-diversity.html	Website with links	Data provided as well as campus-specific initiatives to ensure staff diversity (view links)	Not applicable	Online	Not applicable