MANAGING SELF

Cultivate Self-Awareness (Session 1)
Cultivate an awareness of oneself as a supervisor/manager, and recognize one’s strengths and areas for development.

Indicators:

- Understands role and responsibilities of supervisor/manager in context of the organizational environment.
- Recognizes supervisory leadership strengths and areas for development.
  - Johari Window
- Understands own work style preferences and is able to work comfortably with own and other’s work style differences.
  - The Power of Introverts,
  - Quiet, Please: unleashing the Power of Introverts (NPR)
- Regularly solicits and uses feedback to further awareness of skills and competencies.
  - How Self-Awareness Frees us to be Innovative and Effective Leaders
  - Listening with Empathy

Commit to Ongoing Development
Commit to ongoing learning and development to enhance and increase one’s competence, confidence, and comfort as a supervisor/manager.

Indicators:

- Takes initiative to assess and develop supervisory competencies and knowledge of field.
  - Self-Awareness and the Effective Leader
  - Leadership Development
- Establishes and maintains various learning strategies to develop competencies.
  - Ongoing Training Helps managers Reach Success
- Seeks challenging work situations to improve skills for current responsibilities and future needs.
  - Training for a Changing Workplace

Demonstrate Flexibility and Resilience
Demonstrate flexibility and resilience in the face of ambiguity, shifting priorities, and rapid change.

Indicators:

- Models persistence under adversity and recovers quickly from setbacks.
  - Succeeding as a Manager
- Adapts to competing demands and shifting priorities.
  - Adapting to Environments
- Demonstrates composure and patience under trying circumstances.
  - 7 Ways Leaders Maintain Their Composure in Difficult Times
- Demonstrates flexibility and resilience in response to organizational constraints.
  - 5 Principles of Organization Resilience
Maintain Work-Life Balance
Maintain work-life balance by establishing mechanisms for self-care both within & outside the workplace.

Indicators:
- Works to maintain appropriate work-life balance.
  - Sustainable Happiness? 6 Ways to get There
- Utilizes a range of healthy approaches to manage stress.
  - To Work Better, just Get Up From Your Desk
- Uses effective approaches to time management and plans accordingly.
  - 10 Tips for Time Management in the Workplace

Additional Resources:
- MBTI webpage
- Myers Briggs video
- Pete Mockaitis video
- Myers-Briggs and Productivity video
- Myers-Briggs animated video
MANAGING OTHERS

Communicate Effectively and Openly (Session 2)
Use effective communication skills to create an environment in which open communication is fostered and information is readily shared.

Indicators:
- Knows and is able to use effective communication skills.
  - How to Communicate Effectively at Work
- Uses active listening and feedback to enhance communication.
  - Active Listening
- Models, advocates for, supports, and empowers others in the open and timely exchange of information and views.
- Matches communication message with appropriate communication method.
- Shares information to relevant parties in timely way.
- Expresses oneself clearly and appropriately through oral and written communication.
  - Email Etiquette

Additional Resources:
- Dian Killian - Overcoming Workplace Challenges using Empathy

Build Relationships (Session 3)
Develop and maintain constructive relationships with others and manages conflict effectively.

Indicators:
- Treats others with courtesy, sensitivity and respect.
- Actively builds connections and cooperative partnerships with others across functional, cultural, and organizational boundaries.
- Considers and responds appropriately to the work styles differences of employees.
- Resolves conflicts in a constructive manner.
- Maintains positive relationships, even under difficult circumstances.

Additional Resources:
- The Happy Secret to Better Work
- The Power of Sunshine for a Healthy Environment
Promote a Respectful and Inclusive Workplace (Session 3)
Promote a workplace culture where people understand, respect, and are open to differences and where diversity is leveraged to achieve the organization’s vision and mission.

Indicators:
- Knows the characteristics of a respectful workplace and can create, model, and sustain respectful workplace behaviors.
  - Enhancing Respect in a Diverse Workplace
- Is aware of own social identities and the impact these identities have in their supervisory/management role.
  - Social Identity Theory
- Is aware of dimensions of diversity and models a commitment to them through action and language.
  - Diversity Wheel
  - Dimensions of Diversity
  - Describe the Various Dimensions of Diversity
- Conveys standards for appropriate workplace behavior and addresses inappropriate behavior in a consistent, equitable, and timely manner.
  - Examples of Good Employee Behavior
  - The Effects of Punishment on Employee Behavior
  - Managing Appropriate Workplace Behaviour
- Is aware of employment discriminations laws and their application to the workplace.
  - Employee Discrimination
  - Employment Discrimination in Massachusetts

Additional Resources:
- Working with Military Veterans
- Generational Differences in the Workplace
- A Guide for Multinationals
- Color Blind or Color Brave?
- Immaculate Perception. Do you Discriminate?

Foster Teamwork
Build mission-driven, cohesive teams.

Indicators:
- Facilitates cooperation and motivates team members to accomplish group goals.
- Inspires and fosters team commitment, pride and trust.

Additional Resources:
- How to Motivate People
- 7 Ways to Keep your Employees Happy (and Working Really Hard)
- 37 Ways to Keep your Employees Motivated from a 37 Year-old Entrepreneur
- How to Motivate Your Employee
Manage Performance (Session 5)
Actively encourage and monitor employee effectiveness in achieving job expectations.

Indicators:
- Understands own role in performance management process.
  - Employee Development & Training
- Conveys excellent instructions, sets clear, stretching goals/ responsibilities that bring out the best work from people.
- Provides employees with clarity about job expectations and delivers clear feedback about performance. Utilizes coaching to encourage, develop, and monitor employee effectiveness in achieving job expectations.
  - The Delicate Art of Giving Feedback
  - Praise or Criticize? When and Where?
- Conducts job performance meetings and implements evaluation in a timely manner.
  - You've Been Doing a Fantastic Job. Just One Thing...

Additional Resources:
- Workplace Learning and Development Office Workshops
- Manager and Supervisor Toolkit

Develop Workforce
Attract, hire, and develop the talent needed to meet current and future organizational goals.

Indicators:
- Identifies gaps in skills and capabilities within one’s department and develops plans to attract talented candidates.
- Executes effective hiring strategies and process to maximize acquisition of needed talent.
- Promotes ongoing development of skills and competencies of staff and provides appropriate learning resources and opportunities.
- Learns direct reports’ career goals, watches for developmental opportunities, encourages them to accept developmental projects, and holds them accountable for developmental plans.

Additional Resources:
- Hiring Veterans Toolkit
- Manage Your Work, Manage Your Life
MANAGING WORK

Achieve Departmental Mission  (Session 4)
Develop and execute plans to achieve departmental mission, as well as organizational and operational goals.

Indicators:
- Clarifies roles and responsibilities of staff: conveys clear expectations, monitors progress, and holds staff accountable for accomplishing goals and plans.
  - A Manager's Guide to Getting Organized
  - 11 Project Management Tips for Setting and Managing Expectations
- Develops and organizes work plans to accomplish organizational and operational goals.
  - 10 Tips for Project Management Success
- Drives execution and ensures delivery of programs, projects, and functions in support of departmental mission.
  - 20 Tips for Project Management Success

Additional Resources:
- 12 Tips for New Managers
- How to get Organized
- Work Organization Tips
- 10 Tips to Boost your Strategy Execution Capabilities in Times of Crisis
- Top Tips for Project Execution

Utilize Organizational Skills  (Session 4)
Effectively use organizational tools, make decisions, and delegates to ensure organizational success.

Indicators:
- Seeks to identify, analyze, and resolve problems effectively.
- Exercises good judgment and makes effective, sound, timely and informed decisions.
- Delegates work to staff according to their level of skill and experience.

Additional Resources:
- 10 Tips for New Managers

Responsibly Steward Resources
Responsibly acquire and deploys resource (fiscal, physical, and human) in alignment with department and organization priorities.

Indicators:
- Creates an organizational culture dedicated to service excellence with responsible stewardship.
  - What is Organizational Culture?
- Assumes fiscal responsibility for department and understands financial implications for decisions.
  - Financial Integrity Requires More than Good Accountants
- Secures and deploys resources (Information, time, money, staff) needed to accomplish plans.
- Ensures that staffing patterns support organizational needs.
Promote efforts aimed at improving current processes and foster a culture of continuous learning, improvement, and innovation.

Indicators:
- Identifies and implements improvements and innovations that increase efficiency and enhance work quality.
  - Technology Gap Survey Finds Impact on Workplace
- Cultivates collaboration and creativity among staff and between departments to support innovation.
  - Digital Natives: A tech-Savvy Generation Enters the Workplace
- Assesses the value of creative ideas/suggestions and can plan and implement them.
  - What is Creativity's value in Marketing, in Business?
  - Fostering Creativity
MANAGING SYSTEM

Uphold Legal Requirements and Organizational Policies (Session 6)
Manage risks and requirements of applicable federal, state, and local laws and organizational policies.

Indicators:
- Knows the laws and policies relevant to his/her/hir position.
  - UMass Policies and Procedures
- Knows and enforces policies while supporting and advocating as needed.
  - UMass Campus Unions
- Understands and acts accordingly with relevant contract provisions.
- Knows, understands, and applies appropriate progressive discipline procedure.
  - Progressive Discipline in the Unionized Work Force

Focus on Public Service
Align organizational goals and workplace practices to serve public needs.

Indicators:
- Shows a commitment to serving the public.
- Emphasizes a public service focus with employees.
- Aligns organizational goals or practices to meet public needs.
- Ensures a service focus in office policy and procedure.

Additional Resources:
- How Community Service helps build a Great Company
- Finding Community Service and Volunteering for Groups
- Volunteer UMass

Demonstrate Organizational Agility
Understand and effectively navigate the larger organizational culture.

Indicators:
- Understands organizational culture and acknowledges realities of organization politics.
  - What is Organizational Culture? And Why Should We Care?
  - 4 Keys to a Corporate Culture that Drives Customer and Organizational Success
- Recognizes strategic opportunities for change.
  - The Key to Changing Organizational Culture
- Builds numerous effective relationships and personal networks both inside and outside the organization.
  - How to Build Effective Working Relationships
  - 10 Ways to Build Good Coworker Relationships
- Advises others how to deal with complex political situations.
  - Rethinking Political Correctness