

GUIDE TO WORKPLACE COMPETENCIES

INDIVIDUAL EXCELLENCE*

How you manage yourself and your approach to work

COMPETENCIES

Accountability and Integrity
Innovation and Creativity
Problem Solving and Decision Making
Self-Awareness

INTERPERSONAL EXCELLENCE*

How effectively you communicate with others, work on a team, and manage conflict or difference

COMPETENCIES

Collaboration and Teamwork
Conflict Management
Interpersonal Savvy
Speaking and Presenting
Written Communications

OPERATIONAL EXCELLENCE*

How efficiently and successfully you execute your job and achieve your objectives

COMPETENCIES

Information and Technology
Planning and Prioritization
Process and Project Management
UW Policies and Systems

LEADERSHIP EXCELLENCE

How well you hire, develop, and manage individuals and your team as a whole

COMPETENCIES

Building Effective Teams
Hiring and Staffing
Developing Employees
Managing and Measuring Work

ORGANIZATIONAL EXCELLENCE*

How well you contribute to the mission and objectives of your team and the organization at large

COMPETENCIES

Change and Resilience
Customer Focus
Organizational Acumen
Race, Equity, and Difference
Strategic Ability

* In each of these clusters, you'll find competencies with a leadership dimension.

POD GUIDE TO WORKPLACE COMPETENCIES

INDIVIDUAL EXCELLENCE.....	3
I. Accountability and Integrity.....	3
II. Innovation and Creativity.....	4
III. Problem Solving and Decision Making.....	5
IV. Self-Awareness.....	6
INTERPERSONAL EXCELLENCE.....	7
V. Collaboration and Teamwork.....	7
VI. Conflict Management.....	9
VII. Interpersonal Savvy.....	10
VIII. Speaking and Presenting.....	11
IX. Written Communications.....	12
OPERATIONAL EXCELLENCE.....	13
X. Information and Technology.....	13
XI. Planning and Prioritization.....	14
XII. Process and Project Management.....	15
XIII. UW Policies and Systems.....	16
LEADERSHIP EXCELLENCE.....	17
XIV. Building Effective Teams.....	17
XV. Hiring and Staffing.....	18
XVI. Developing Employees.....	19
XVII. Managing and Measuring Work.....	20
ORGANIZATIONAL EXCELLENCE.....	21
XVIII. Change and Resilience.....	21
XIX. Customer Focus.....	22
XX. Organizational Acumen.....	23
XXI. Race, Equity, and Difference.....	24
XXII. Strategic Ability.....	25

INDIVIDUAL EXCELLENCE

I. Accountability and Integrity

- A. Accepts responsibility for mistakes.
- B. Actively seeks and accepts feedback.
- C. Demonstrates an understanding of impact on others.
- D. Holds self accountable for delivering on commitments and renegotiates when needed and appropriate.
- E. Is perceived as a direct, truthful individual, and is widely trusted.

Leadership Dimension:

- F. Demonstrates a high level of integrity.
- G. Displays managerial courage (confronts others, makes difficult decisions, etc.).
- H. Does what she/he says; "walks the talk."
- I. Holds others accountable for making and delivering on commitments and renegotiates when needed and appropriate.
- J. Models the values of the organization.

RELATED POD OFFERINGS

Classes and webinars

- Q0850 How to Give and Receive Feedback
- Q1770 A Practical Approach to Anti-Racism
- Q1220 Conflict Management
- Q1221 Conflict Management
- Q1510 Cultural Proficiency
- Q0220 Customer Service Excellence
- Q1650 De-Escalation Skills for the Workplace
- Q0000 Developing Assertiveness Skills
- QA002 Exploration of Race in the Workplace: A Guide for Self-Study
- SLP230 Leadership for a Global Perspective
- Q0200 Learning to Lead
- Q1750 The Challenge of Allyship
- SLP240 The Coach Approach
- Q0720 Learned Optimism: Understanding Your Explanatory Style
- Q1690 Respectful Partnerships
- SLP210 SLP Level 2: Core Strengths — Results Through Relationships
- Q1810 Steadfast Leadership for Uncertain Times: Developing a Trauma-Informed Approach

Consulting services

- Coaching services
- UW ARC 360 (360-degree assessment)

Training programs

- SLP Supervisor Orientation

UW Human Resources training

- Violence Prevention and Response Training

II. Innovation and Creativity

- A. Generates new and unique ideas and solutions.
- B. Easily makes connections among previously unrelated notions.
- C. Demonstrates innovative and creative thinking processes.
- D. Seen as original and value-added in brainstorming sessions.

Leadership Dimension:

- E. Effectively adjusts to situations that need rapid resolution.
- F. Fosters an attitude of continuous improvement.
- G. Seeks and incorporates feedback from customers/other organizations about the performance of their unit.
- H. Seeks out and is open to innovative ways to achieve results.

RELATED POD OFFERINGS

Classes and webinars

- Q1730 [Applying a Growth Mindset for Exceptional Work](#)
- SLP250 [Human-Centered Design for Innovation & Creative Problem Solving](#)
- Q1550 [Mindfulness and Leadership](#)
- Q1460 [Thinking on Your Feet](#)
- Q1660 [The Art of Project Management](#)
- Q1800 [Career by Design](#)
- Q1600 [Courageous Collaboration](#)
- Q1170 [Process Improvement Tools](#)
- Q1180 [Rapid Process Improvement](#)

III. Problem Solving and Decision Making

- A. Makes timely and sound decisions that lead to results.
- B. Looks beyond the obvious to perform honest analysis and see hidden problems.
- C. Uses rigorous logic and methods to solve difficult problems with effective solutions.

Leadership Dimension:

- D. Considers a broad range of issues or factors in making decisions.
- E. Effectively balances tasks and people—the need for work to get done and concern for people’s needs.
- F. Pushes decision-making to the lowest-appropriate level.
- G. Sees the complexities of and relationships among problems or issues.

RELATED POD OFFERINGS

Certificates

- [Administrative Excellence](#)

Classes and webinars

- [SLP250 Human-Centered Design for Innovation & Creative Problem Solving](#)
- [Q1640 Systems Wisdom](#)
- [Q1720 Continuous Improvement Through Kaizen](#)
- [Q1620 Creating an Inclusive Workplace Through Emotional Intelligence](#)
- [Q1680 Find Your Focus: Prioritizing Work and Life](#)
- [Q0720 Learned Optimism: Understanding Your Explanatory Style](#)
- [Q1580 Negotiating Effectively](#)
- [Q1630 Peer Coaching](#)
- [Q1170 Process Improvement Tools](#)
- [Q1180 Rapid Process Improvement](#)
- [Q1470 Working Smarter](#)

Consulting services

- [Coaching services](#)

IV. Self-Awareness

- A. Is committed to and actively works to improve self.
- B. Knows personal strengths, weaknesses, opportunities, and limits.
- C. Seeks feedback regularly and from multiple sources.
- D. Gains insights from mistakes.
- E. Is open to criticism; isn't defensive.
- F. Looks forward to balanced performance reviews and career discussions.

RELATED POD OFFERINGS

Classes and webinars

- Q1620 Creating an Inclusive Workplace Through Emotional Intelligence
- Q1650 De-Escalation Skills for the Workplace
- Q0910 Discovering Your Dependable Strengths
- Q0110 Emotional Intelligence
- Q0850 How to Give and Receive Feedback
- Q0720 Learned Optimism: Understanding Your Explanatory Style
- Q0060 Turning Negative Emotions Into Positive Outcomes
- Q1800 Career by Design
- Q0030 Communication Style: Creating Positive Relationships and Results
- Q0040 Communications
- Q1220 Conflict Management
- Q1221 Conflict Management
- Q0300 Conflict Resolution Skills for Health Care Professionals
- QA002 Exploration of Race in the Workplace: A Guide for Self-Study
- Q1200 Exploring Cultural Competence
- Q1510 Cultural Proficiency
- Q0220 Customer Service Excellence
- Q0000 Developing Assertiveness Skills
- Q1670 The Erosion of Empathy
- Q0430 Managing Stress
- Q1740 Managing Up
- Q1550 Mindfulness and Leadership
- Q1590 People From Pluto: Effective Communication Strategies
- Q1690 Respectful Partnerships
- SLP210 SLP Level 2: Core Strengths — Results Through Relationships
- SLP240 The Coach Approach
- Q1470 Working Smarter

Consulting services

- Myers-Briggs Type Indicator (assessment and follow-up coaching)
- UW ARC 360 (360-degree assessment)
- Coaching services

INTERPERSONAL EXCELLENCE

V. Collaboration and Teamwork

- A. Achieves results through collaboration.
- B. Establishes common ground and connections with others.
- C. Collaborates well with people different from self.
- D. Shows an interest in and acknowledges others' input and skills.

Leadership Dimension:

- E. Builds appropriate alliances across organizational lines.
- F. Contributes to discussions, actions, and projects in ways that lead to shared responsibility and shared success.
- G. Motivates and challenges others to define new opportunities and continuously improve the organization.
- H. Shares ownership, visibility, and credit for success.

RELATED POD OFFERINGS

Certificates

- Administrative Excellence

Classes and webinars

- Q1440 Building Better Teams
- Q1620 Creating an Inclusive Workplace Through Emotional Intelligence
- Q1600 Courageous Collaboration
- Q1240 Increasing Your Influence
- Q1590 People From Pluto: Effective Communication Strategies
- Q1630 Peer Coaching
- SLP210 SLP Level 2: Core Strengths — Results Through Relationships
- Q1770 A Practical Approach to Anti-Racism
- Q1660 The Art of Project Management
- Q0260 Building a Positive Work Culture
- Q1750 The Challenge of Allyship
- Q0030 Communication Style: Creating Positive Relationships and Results
- Q0040 Communications
- Q1720 Continuous Improvement Through Kaizen
- Q1510 Cultural Proficiency
- Q0000 Developing Assertiveness Skills
- QA003 Employee Experience Accelerator
- Q1760 How the U(W) Works
- SLP230 Leadership for a Global Perspective
- Q0640 Leadership Style Makes a Difference
- Q0200 Learning to Lead
- Q0170 Making the Move From Peer to Supervisor
- Q1740 Managing Up
- Q1580 Negotiating Effectively

▶ CONTINUED

Collaboration and Teamwork, continued

- Q0460 Project Management Essentials
- Q1350 Project Management for the Non-Project Manager
- Q1690 Respectful Partnerships
- Q1241 Spheres of Power and Influence
- Q0331 Training, Coaching, and Mentoring for Success
- Q0730 Working Across Generations

Consulting services

- Myers-Briggs Type Indicator (assessment and follow-up coaching)
- Team building consultation and related services
- Coaching services

VI. Conflict Management

- A. Deals with rather than avoids conflict.
- B. Diffuses high-tension situations comfortably.
- C. Finds common ground and solves problems for the good of all.
- D. Good at focused listening; has the patience to hear people out.
- E. Maintains composure and positive outlook during times of disagreement.
- F. Represents own interests and is fair to others.

Leadership Dimension:

- G. Addresses disputes equitably.
- H. Brings conflicts/disagreements into the open and attempts to resolve them collaboratively with the appropriate parties.
- I. Creates an environment in which people feel safe to disagree.
- J. Deals with problem employees firmly and in a timely manner.

RELATED POD OFFERINGS

Classes and webinars

- Q1220 Conflict Management
- Q1221 Conflict Management
- Q0300 Conflict Resolution Skills for Health Care Professionals
- Q1650 De-Escalation Skills for the Workplace
- Q0050 Difficult People and Difficult Behavior: Tips, Tactics, and Tools
- Q1690 Respectful Partnerships
- Q0260 Building a Positive Work Culture
- Q0950 Building on Emotional Intelligence: Transforming Communication Through Empathy
- Q0040 Communications
- Q1600 Courageous Collaboration
- Q0220 Customer Service Excellence
- Q0000 Developing Assertiveness Skills
- Q1670 The Erosion of Empathy
- Q0360 The Ethics Law and the U
- Q0850 How to Give and Receive Feedback
- Q0150 Labor Relations Skills
- Q0070 Managing Corrective Action the UW Way
- Q0570 Managing Employee Performance
- Q1550 Mindfulness and Leadership
- Q1590 People From Pluto: Effective Communication Strategies
- Q1630 Peer Coaching
- Q0450 Planning and Facilitating Effective Meetings
- SLP210 SLP Level 2: Core Strengths — Results Through Relationships
- Q1810 Steadfast Leadership for Uncertain Times: Developing a Trauma-Informed Approach
- Q0060 Turning Negative Emotions Into Positive Outcomes
- Q0730 Working Across Generations

Consulting services

- Coaching services
- Conflict resolution services
- Thomas–Kilmann Conflict Mode Instrument (assessment and follow-up coaching)

VII. Interpersonal Savvy

- A. Able to flex interpersonal approach and communication style as needed.
- B. Builds constructive and effective relationships, even with those who are different or disliked.
- C. Is aware of and manages non-verbals.
- D. Is easy to approach and talk to.
- E. Listens without interrupting or instantly judging; asks clarifying questions as needed.
- F. Pays attention to emotional cues and puts others at ease.
- G. Relates well to all people at all levels.
- H. Uses diplomacy and tact.

RELATED POD OFFERINGS

Certificates

- Administrative Excellence

Classes and webinars

- Q0030 Communication Style: Creating Positive Relationships and Results
- Q0040 Communications
- Q1650 De-Escalation Skills for the Workplace
- Q1240 Increasing Your Influence
- Q1740 Managing Up
- Q1580 Negotiating Effectively
- Q1590 People From Pluto: Effective Communication Strategies
- Q1630 Peer Coaching
- Q1241 Spheres of Power and Influence
- Q1660 The Art of Project Management
- Q0950 Building on Emotional Intelligence: Transforming Communication Through Empathy
- Q1600 Courageous Collaboration
- Q1220 Conflict Management
- Q1221 Conflict Management
- Q0300 Conflict Resolution Skills for Health Care Professionals
- Q1620 Creating an Inclusive Workplace Through Emotional Intelligence
- QA003 Employee Experience Accelerator
- Q1200 Exploring Cultural Competence
- Q1510 Cultural Proficiency
- Q0220 Customer Service Excellence
- Q0000 Developing Assertiveness Skills
- Q0110 Emotional Intelligence
- Q0850 How to Give and Receive Feedback
- SLP230 Leadership for a Global Perspective
- Q0640 Leadership Style Makes a Difference
- Q0620 Presentation Excellence
- Q1690 Respectful Partnerships
- SLP210 SLP Level 2: Core Strengths — Results Through Relationships
- Q1810 Steadfast Leadership for Uncertain Times: Developing a Trauma-Informed Approach

Consulting services

- Coaching services

VIII. Speaking and Presenting

- A. Can change tactics midstream when something isn't working.
- B. Contributes to group discussions.
- C. Effectively explains concepts and ideas to others.
- D. Is effective in a variety of presentation settings.
- E. Prepares effective presentations targeted to audience and purpose.

Leadership Dimension:

- F. Commands attention and can manage group processes or dynamics during a presentation.

RELATED POD OFFERINGS

Certificates

- [Administrative Excellence](#)

Classes and webinars

- [Q1450 Advancing Your Facilitation and Presentation Techniques](#)
- [Q0450 Planning and Facilitating Effective Meetings](#)
- [Q0620 Presentation Excellence](#)
- [Q0030 Communication Style: Creating Positive Relationships and Results](#)
- [Q0040 Communications](#)
- [Q0460 Project Management Essentials](#)
- [Q1460 Thinking on Your Feet](#)
- [Q0331 Training, Coaching, and Mentoring for Success](#)

IX. Written Communications

- A. Can get messages across that have the desired effect.
- B. Is able to write clearly and succinctly in a variety of communication settings, mediums, and styles.
- C. Prepares written communications that are clear, coherent, consistent, and correct.
- D. Sets appropriate tone and context to engage the audience.
- E. Uses appropriate grammar and punctuation.
- F. Makes edits to improve the effectiveness of written communications without distorting the author's intent or message.

RELATED POD OFFERINGS

Certificates

- [Administrative Excellence](#)

Classes and webinars

- [QA000 Captivate Your Audience — Fundamentals of Content Writing](#)
- [Q1790 Effective Business Writing](#)
- [Q1370 The Not-So-Simple Sentence—Revisiting Punctuation and Grammar](#)
- [Q0470 Proofreading and Editing](#)
- [Q1780 What's the Word: Inclusivity in Language](#)

OPERATIONAL EXCELLENCE

X. Information and Technology

- A. Arranges information and files in a useful manner.
- B. Leverages technology to positively impact quality.
- C. Adept at using the software required to accomplish work.
- D. Uses and manages email in an effective manner.
- E. Keeps current on emerging technologies, changes in software, and new applications as pertinent to position.
- F. Utilizes electronic resources securely; protects all data, electronic or otherwise, from vulnerability.

RELATED POD OFFERINGS

Classes and webinars

- Q0530 Basics of UW Procurement
- Q0090 Foundations of Fiscal Reporting
- Q0700 Managing Paper, Projects, and Priorities
- Q1051 UW Hiring Processes: An Introduction

XI. Planning and Prioritization

- A. Accurately scopes out length and difficulty of tasks and projects.
- B. Anticipates and adjusts for problems and roadblocks.
- C. Quickly zeroes in on the crucial few and puts the trivial many aside.
- D. Sets objectives and goals.
- E. Uses time effectively.
- F. Spends time and time of others on what's important.
- G. Successfully prioritizes tasks and manages personal workload.

RELATED POD OFFERINGS

Certificates

- [Administrative Excellence](#)

Classes and webinars

- [Q1680 Find Your Focus: Prioritizing Work and Life](#)
- [QA001 Goal Setting for Success](#)
- [Q0700 Managing Paper, Projects, and Priorities](#)
- [Q1350 Project Management for the Non-Project Manager](#)
- [Q0510 Time Management](#)
- [Q1660 The Art of Project Management](#)
- [Q1800 Career by Design](#)
- [Q1720 Continuous Improvement Through Kaizen](#)
- [SLP250 Human-Centered Design for Innovation & Creative Problem Solving](#)
- [Q1740 Managing Up](#)
- [Q0450 Planning and Facilitating Effective Meetings](#)
- [Q0460 Project Management Essentials](#)
- [Q1290 Strategic Planning Tools](#)
- [Q1640 Systems Wisdom](#)
- [Q1470 Working Smarter](#)

Consulting services

- [Coaching services](#)

XII. Process and Project Management

- A. Good at figuring out the processes to get things done and simplifying complex processes.
- B. Measures performance against goals and evaluates results.
- C. Knows how to organize people and activities.
- D. Uses resources effectively and efficiently.

RELATED POD OFFERINGS

Certificates

- [Administrative Excellence](#)

Classes and webinars

- [Q1660 The Art of Project Management](#)
- [Q1720 Continuous Improvement Through Kaizen](#)
- [Q1170 Process Improvement Tools](#)
- [Q0460 Project Management Essentials](#)
- [Q1350 Project Management for the Non-Project Manager](#)
- [Q1180 Rapid Process Improvement](#)
- [Q1470 Working Smarter](#)
- [Q1310 Designing the End-User Experience](#)
- [Q1680 Find Your Focus: Prioritizing Work and Life](#)
- [QA001 Goal Setting for Success](#)
- [SLP250 Human-Centered Design for Innovation & Creative Problem Solving](#)
- [Q0700 Managing Paper, Projects, and Priorities](#)

XIII. UW Policies and Systems

- A. Understands the policies and standards that guide public service.
- B. Masters UW technology and systems needed to perform job-related tasks.
- C. As needed to perform job-related tasks, understands and applies UW procedures and policies in areas such as fiscal management, grant and contract management, payroll, and human resources administration.

Leadership Dimension:

- D. Understands the policies and standards for managing employees in the public sector.
- E. Understands the University's policies and standards for recruiting and hiring employees.

RELATED POD OFFERINGS

Certificates

- Administrative Excellence
- Human Resources Administration
- Supervisory Skills

Classes and webinars

- Q1760 How the U(W) Works
- Q0530 Basics of UW Procurement
- Q0350 Employment Law and UW Policies
- Q0360 The Ethics Law and the U
- Q0090 Foundations of Fiscal Reporting
- Q0390 Good Internal Control Practices and Fraud Prevention Tips
- Q0403 Grant and Contract Fiscal Administration: Compliance
- Q0140 Interviewing Job Candidates
- Q1500 Introduction to Federal Taxation
- Q1490 Introduction to State and Local Taxation
- Q0150 Labor Relations Skills
- Q0070 Managing Corrective Action the UW Way
- Q0570 Managing Employee Performance
- Q0100 Onboarding for Success
- Q0590 Service Center Seminar
- Q0490 Supervision Basics
- Q1051 UW Hiring Processes: An Introduction

Training programs

- Grant Management for Investigators (formerly Faculty Grants Management)
- SLP Supervisor Orientation
- Strategic Leadership Program (Level 1)
- Welcome Day

UW Human Resources training

- Prevention of Sexual Harassment Orientation
- Violence Prevention and Response Training

UW RESOURCES

- Integrated Service Center: Self-Service Resources for Administrators
- Integrated Service Center: Video Library for Workday: <https://isc.uw.edu/video-library/>

LEADERSHIP EXCELLENCE

XIV. Building Effective Teams

Leadership Dimension:

- A. Confronts problems directly and quickly rather than letting things fester.
- B. Creates strong morale and a feeling of belonging on the team.
- C. Establishes a common cause and a shared mindset.
- D. Lets people finish and be responsible for their work.
- E. Provides the information people need to know to do their jobs and to feel good about being a member of the team, unit, and/or organization.

RELATED POD OFFERINGS

Certificates

- [Supervisory Skills](#)
- [Human Resources Administration](#)

Classes and webinars

- [Q1440 Building Better Teams](#)
- [QA003 Employee Experience Accelerator](#)
- [SLP210 SLP Level 2: Core Strengths — Results Through Relationships](#)
- [Q1660 The Art of Project Management](#)
- [Q0260 Building a Positive Work Culture](#)
- [SLP240 The Coach Approach](#)
- [Q1600 Courageous Collaboration](#)
- [Q1240 Increasing Your Influence](#)

Consulting services

- [Team building consultation and related services](#)
- [Team Performance Survey \(online assessment and follow-up consulting\)](#)
- [Coaching services](#)

Resources

- [Onboarding Toolkit](#)
- [Succession Planning Toolkit](#)

Training programs

- [Strategic Leadership Program \(Level 1\)](#)

UW RESOURCES

- [Affirmative Action Plan](#)
- [Staff Diversity Hiring Toolkit](#)
- [UWHR's Diversity, Equity, and Inclusion website](#)

XV. Hiring and Staffing

Leadership Dimension:

- A. Assembles talented staff/teams.
- B. Has a nose for talent; adept at interviewing for talent.
- C. Hires the best people available from the inside or outside.
- D. Improves retention by applying best practices for onboarding.
- E. Is not afraid of selecting strong people.
- F. Seeks balance, variety, and diversity; shores up weaknesses when hiring others.
- G. Actively engages in workforce and succession planning.

RELATED POD OFFERINGS

Certificates

- [Human Resources Administration](#)
- [Supervisory Skills](#)

Classes and webinars

- [Q0140 Interviewing Job Candidates](#)
- [Q0100 Onboarding for Success](#)
- [V0300 Succession Planning Workshop](#)
- [Q1200 Exploring Cultural Competence](#)
- [Q1510 Cultural Proficiency](#)
- [Q0570 Managing Employee Performance](#)
- [Q1540 Race, Bias, and Dissonance](#)
- [Q0240 Supervising in a Diverse Workplace](#)
- [Q1051 UW Hiring Processes: An Introduction](#)
- [Q0730 Working Across Generations](#)

Consulting services

- [Coaching services](#)

Resources

- [Onboarding Toolkit](#)
- [Succession Planning Toolkit](#)

Training programs

- [Strategic Leadership Program \(Level 1\)](#)
- [SLP Supervisor Orientation](#)

UW RESOURCES

- [Affirmative Action Plan](#)
- [Staff Diversity Hiring Toolkit](#)
- [UWHR's Diversity, Equity, and Inclusion website](#)

XVI. Developing Employees

Leadership Dimension:

- A. Ensures expectations are clearly communicated and understood by employees.
- B. Delegates tasks and responsibilities that challenge and develop; provides resources and support.
- C. Provides accurate, timely, and specific feedback to employees regarding their performance.
- D. Recognizes and rewards excellent performance.
- E. Helps individuals solve their own problems rather than providing solutions.
- F. Helps employees develop and advance in their careers.
- G. Motivates and engages employees by involving them in goal setting, work processes, and decision making.
- H. Coaches and mentors employees effectively and appropriately.

RELATED POD OFFERINGS

Certificates

- [Supervisory Skills](#)
- [Human Resources Administration](#)

Classes and webinars

- [SLP240 The Coach Approach](#)
- [QA003 Employee Experience Accelerator](#)
- [Q0570 Managing Employee Performance](#)
- [V0300 Succession Planning Workshop](#)
- [Q0490 Supervision Basics](#)
- [Q0331 Training, Coaching, and Mentoring for Success](#)
- [Q0260 Building a Positive Work Culture](#)
- [Q0850 How to Give and Receive Feedback](#)
- [Q0200 Learning to Lead](#)
- [Q0070 Managing Corrective Action the UW Way](#)
- [Q1630 Peer Coaching](#)
- [SLP210 SLP Level 2: Core Strengths — Results Through Relationships](#)
- [Q0240 Supervising in a Diverse Workplace](#)

Consulting services

- [Coaching services](#)
- [Team building consultation and related services](#)

Resources

- [Succession Planning Toolkit](#)

Training programs

- [Strategic Leadership Program \(Level 1\)](#)

XVII. Managing and Measuring Work

Leadership Dimension:

- A. Broadly shares both responsibility and accountability.
- B. Clearly and comfortably delegates both routine and important tasks and decisions.
- C. Distributes workload appropriately; lays out work in a well-planned and organized manner.
- D. Maintains two-way dialogue with others on work and results.
- E. Clearly assigns responsibility for tasks and decisions.
- F. Engages employees in goal-setting efforts; lets them have a say in how goals are set and measured.
- G. Follows through with positive and negative rewards and consequences.
- H. Sets clear objectives and measures.
- I. Monitors process, progress, and results.
- J. Sets up monitoring processes in a way that others can gauge their pace and progress.

RELATED POD OFFERINGS

Certificates

- [Supervisory Skills](#)
- [Human Resources Administration](#)

Classes and webinars

- [Q0640 Leadership Style Makes a Difference](#)
- [Q0570 Managing Employee Performance](#)
- [Q1440 Building Better Teams](#)
- [Q1220 Conflict Management](#)
- [Q1221 Conflict Management](#)
- [Q0200 Learning to Lead](#)
- [Q0170 Making the Move From Peer to Supervisor](#)
- [Q0070 Managing Corrective Action the UW Way](#)
- [Q0460 Project Management Essentials](#)
- [Q0490 Supervision Basics](#)

Consulting services

- [Coaching services](#)

Training programs

- [Strategic Leadership Program \(Level 1\)](#)

ORGANIZATIONAL EXCELLENCE

XVIII. Change and Resilience

- A. Comfortable with risk and uncertainty.
- B. Can decide and act without having the total picture.
- C. Can shift gears comfortably; doesn't have to finish things before moving on.
- D. Effectively copes with change.

Leadership Dimension:

- E. Involves those affected by change in the planning and implementation of change.
- F. Is confident and steady during difficult times.
- G. Models positive attitude toward change.
- H. Successfully manages resistance to new ideas and initiatives.

RELATED POD OFFERINGS

Classes and webinars

- Q1730 Applying a Growth Mindset for Exceptional Work
- Q1810 Steadfast Leadership for Uncertain Times: Developing a Trauma-Informed Approach
- Q1620 Creating an Inclusive Workplace Through Emotional Intelligence
- Q1600 Courageous Collaboration
- QA001 Goal Setting for Success
- Q0720 Learned Optimism: Understanding Your Explanatory Style
- Q0200 Learning to Lead
- Q0430 Managing Stress
- Q1580 Negotiating Effectively
- Q1630 Peer Coaching
- Q1290 Strategic Planning Tools
- Q1460 Thinking on Your Feet
- Q0060 Turning Negative Emotions Into Positive Outcomes

Consulting services

- Change management consultation and related services
- Coaching services
- Team building consultation and related services

Training programs

- Strategic Leadership Program (Level 1)

XIX. Customer Focus

- A. Acts with customers in mind.
- B. Develops and follows customer service standards.
- C. Establishes and maintains effective relationships with customers.
- D. Gathers and analyzes customer satisfaction feedback.

Leadership Dimension:

- E. Anticipates and addresses emerging customer needs.
- F. Clearly communicates customer needs/requirements.
- G. Establishes and reinforces a culture of exceptional customer service.

RELATED POD OFFERINGS

Certificates

- Administrative Excellence

Classes and webinars

- Q0220 Customer Service Excellence
- Q1310 Designing the End-User Experience
- Q0950 Building on Emotional Intelligence: Transforming Communication Through Empathy
- Q0030 Communication Style: Creating Positive Relationships and Results
- Q0300 Conflict Resolution Skills for Health Care Professionals
- Q1790 Effective Business Writing
- Q0050 Difficult People and Difficult Behavior: Tips, Tactics, and Tools
- Q1290 Strategic Planning Tools
- Q1460 Thinking on Your Feet
- Q0060 Turning Negative Emotions Into Positive Outcomes
- Q1780 What's the Word: Inclusivity in Language

Consulting services

- Planning and visioning consultation and related services

XX. Organizational Acumen

- A. Aware of how strategies and tactics work in their type of organization or field.
- B. Knowledgeable about organizational culture and how organizations work.
- C. Knows how to get things done through both formal channels and informal networks.
- D. Understands origins and reasoning behind policies and procedures.

Leadership Dimension:

- E. Can deal comfortably with senior managers.

RELATED POD OFFERINGS

Certificates

- [Administrative Excellence](#)
- [Human Resources Administration](#)

Classes and webinars

- [Q1760 How the U\(W\) Works](#)
- [Q1770 A Practical Approach to Anti-Racism](#)
- [Q0260 Building a Positive Work Culture](#)
- [Q1750 The Challenge of Allyship](#)
- [Q1510 Cultural Proficiency](#)
- [Q0910 Discovering Your Dependable Strengths](#)
- [Q0350 Employment Law and UW Policies](#)
- [Q1670 The Erosion of Empathy](#)
- [Q0360 The Ethics Law and the U](#)
- [SLP250 Human-Centered Design for Innovation & Creative Problem Solving](#)
- [Q1240 Increasing Your Influence](#)
- [Q0150 Labor Relations Skills](#)
- [Q1740 Managing Up](#)
- [Q1580 Negotiating Effectively](#)
- [Q1241 Spheres of Power and Influence](#)
- [V0300 Succession Planning Workshop](#)
- [Q1640 Systems Wisdom](#)

Consulting services

- [Organizational efficiency consultation and related services](#)
- [Planning and visioning consultation and related services](#)

Resources

- [Succession Planning Toolkit](#)

Training programs

- [Strategic Leadership Program \(Level 1\)](#)
- [Welcome Day](#)

XXI. Race, Equity, and Difference

- A. Confronts individual bias and racism; recognizes own biases.
- B. Demonstrates respect for all individuals.
- C. Leverages the capabilities of people different from self.
- D. Supports equal and fair treatment and opportunity for all.
- E. Works effectively in a workforce that is diverse in ideas, culture, ethnicity, gender, etc.

Leadership Dimension:

- F. Actively builds and manages a workforce that is diverse in ideas, culture, ethnicity, gender, etc.
- G. Manages all kinds and classes of people equitably.
- H. Transforms institutional policies and practices to support and sustain diversity and equity.

RELATED POD OFFERINGS

Classes and webinars

- Q1770 A Practical Approach to Anti-Racism
- Q1750 The Challenge of Allyship
- Q1620 Creating an Inclusive Workplace Through Emotional Intelligence
- Q1510 Cultural Proficiency
- Q1670 The Erosion of Empathy
- Q1200 Exploring Cultural Competence
- QA002 Exploration of Race in the Workplace: A Guide for Self-Study
- SLP230 Leadership for a Global Perspective
- Q1540 Race, Bias, and Dissonance
- Q0240 Supervising in a Diverse Workplace
- Q1780 What's the Word: Inclusivity in Language
- Q0730 Working Across Generations
- Q0260 Building a Positive Work Culture
- Q1650 De-Escalation Skills for the Workplace
- Q1600 Courageous Collaboration
- Q0350 Employment Law and UW Policies
- Q1630 Peer Coaching
- Q1690 Respectful Partnerships
- Q1810 Steadfast Leadership for Uncertain Times: Developing a Trauma-Informed Approach
- Q0331 Training, Coaching, and Mentoring for Success

Consulting services

- Cultural awareness consultation and related services

Training programs

- Strategic Leadership Program (Level 1)

UW RESOURCES

- Addressing Discrimination and Harassment video series (Compliance Services)
- Affirmative Action Plan
- Staff Diversity Hiring Toolkit
- UWHR's Diversity, Equity, and Inclusion website

XXII. Strategic Ability

- A. Anticipates future consequences and trends.
- B. Creates competitive and breakthrough strategies and plans.
- C. Has broad knowledge and perspective.
- D. Implements long-term planning and identifies performance targets.

Leadership Dimension:

- E. Applies awareness of external and internal influences that may impact the future effectiveness of the organization.
- F. Helps staff members understand their individual contribution to organizational achievement.
- G. Influences others, without having direct authority, to manage implementation of strategic and tactical plans.
- H. Successfully builds an understanding of the organization's mission among staff.
- I. Translates organizational priorities into operational business goals.
- J. Uses formal and informal systems and networks to get things done.

RELATED POD OFFERINGS

Classes and webinars

- Q1730 [Applying a Growth Mindset for Exceptional Work](#)
- Q1800 [Career by Design](#)
- Q1240 [Increasing Your Influence](#)
- SLP230 [Leadership for a Global Perspective](#)
- Q0100 [Onboarding for Success](#)
- Q1170 [Process Improvement Tools](#)
- Q1180 [Rapid Process Improvement](#)
- Q1241 [Spheres of Power and Influence](#)
- Q1290 [Strategic Planning Tools](#)
- SLP210 [SLP Level 2: Core Strengths — Results Through Relationships](#)
- Q1640 [Systems Wisdom](#)

Consulting services

- [Organizational efficiency consultation and related services](#)
- [Planning and visioning consultation and related services](#)

Training programs

- [Strategic Leadership Program \(Level 1\)](#)