

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.

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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](#)
- Q1220 [Conflict Management](#)
- Q0220 [Customer Service Excellence](#)
- Q0000 [Developing Assertiveness Skills](#)
- Q0720 [Learned Optimism: Understanding Your Explanatory Style](#)
- E1000 [The Learning Lab online platform includes content related to personal accountability](#)
- Q1420 [The Likeability Factor](#)
- SLP210 [SLP Level 2: Core Strengths — Results Through Relationships](#)

Consulting services

- [Coaching services](#)
- [UW ARC 360 \(360-degree assessment\)](#)

Training programs

- [SLP Supervisor Orientation](#)

UW Human Resources training

- [Prevention of Sexual Harassment Orientation](#)
- [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

- Q1550 Mindfulness and Leadership
- Q1460 Thinking on Your Feet
- Q1520 Understand and Influence Your Work Culture
- Q1600 Courageous Collaboration
- E1000 The Learning Lab online platform includes content related to innovation and creative thinking
- Q1160 Master Process Planning
- Q1570 Own Your Brand
- 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

- [Q1640 Systems Wisdom](#)
- [Q1620 Creating an Inclusive Workplace Through Emotional Intelligence](#)
- [Q1410 Directing and Delegating Work](#)
- [Q0720 Learned Optimism: Understanding Your Explanatory Style](#)
- [E1000 The Learning Lab online platform includes content related to judgment, decisiveness, problem solving, and decision making](#)
- [Q1580 Negotiating Effectively](#)
- [Q1630 Peer Coaching and Communities of Practice](#)
- [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

- Q1480 [Acing the Marshmallow Test](#)
- Q1620 [Creating an Inclusive Workplace Through Emotional Intelligence](#)
- Q0910 [Discovering Your Dependable Strengths](#)
- Q0110 [Emotional Intelligence](#)
- Q0850 [How to Give and Receive Feedback](#)
- Q0720 [Learned Optimism: Understanding Your Explanatory Style](#)
- Q1420 [The Likeability Factor](#)
- Q0060 [Turning Negative Emotions Into Positive Outcomes](#)
- Q0030 [Communication Style: Creating Positive Relationships and Results](#)
- Q0040 [Communications](#)
- Q1220 [Conflict Management](#)
- Q0300 [Conflict Resolution Skills for Health Care Professionals](#)
- Q0220 [Customer Service Excellence](#)
- Q1200 [Cultivating Cultural Competence](#)
- Q0000 [Developing Assertiveness Skills](#)
- Q0430 [Managing Stress](#)
- Q1550 [Mindfulness and Leadership](#)
- Q1590 [People From Pluto: Effective Communication Strategies](#)
- SLP210 [SLP Level 2: Core Strengths — Results Through Relationships](#)
- 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 and Communities of Practice
- SLP210 SLP Level 2: Core Strengths — Results Through Relationships
- Q0260 Building a Positive Work Culture
- Q0030 Communication Style: Creating Positive Relationships and Results
- Q0040 Communications
- Q0000 Developing Assertiveness Skills
- Q1610 Driving Organizational Change
- QW025 Google Docs & Drive—Beginner
- Q0640 Leadership Style Makes a Difference
- E1000 The Learning Lab online platform includes content related to communications and collaboration
- Q1420 The Likeability Factor
- Q0170 Making the Move From Peer to Supervisor
- QW004 Microsoft Excel Techniques
- Q1580 Negotiating Effectively
- Q0460 Project Management Essentials
- Q1350 Project Management for the Non-Project Manager
- 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
- Q0300 Conflict Resolution Skills for Health Care Professionals
- Q0050 Difficult People and Difficult Behavior: Tips, Tactics, and Tools
- 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
- Q0360 The Ethics Law and the U
- Q0850 How to Give and Receive Feedback
- Q0150 Labor Relations Skills
- E1000 The Learning Lab online platform includes content related to communications, conflict, and difficult conversations
- 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 and Communities of Practice
- Q0450 Planning and Facilitating Effective Meetings
- SLP210 SLP Level 2: Core Strengths — Results Through Relationships
- 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
- Q1240 Increasing Your Influence
- Q1580 Negotiating Effectively
- Q1590 People From Pluto: Effective Communication Strategies
- Q1630 Peer Coaching and Communities of Practice
- Q0950 Building on Emotional Intelligence: Transforming Communication Through Empathy
- Q1600 Courageous Collaboration
- Q1220 Conflict Management
- Q0300 Conflict Resolution Skills for Health Care Professionals
- Q1620 Creating an Inclusive Workplace Through Emotional Intelligence
- Q1200 Cultivating Cultural Competence
- Q0220 Customer Service Excellence
- Q0000 Developing Assertiveness Skills
- Q1610 Driving Organizational Change
- Q0110 Emotional Intelligence
- Q0850 How to Give and Receive Feedback
- Q0640 Leadership Style Makes a Difference
- E1000 The Learning Lab online platform includes content related to communication essentials
- Q0620 Presentation Excellence
- SLP210 SLP Level 2: Core Strengths — Results Through Relationships
- Q1460 Thinking on Your Feet

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](#)
- [QW007 Microsoft PowerPoint Techniques](#)
- [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

- [Q1370 The Not-So-Simple Sentence—Revisiting Punctuation and Grammar](#)
- [Q0470 Proofreading and Editing](#)
- [Q1530 Writing for Readability](#)
- [Q1430 Writing Policies and Procedures](#)
- [Q1380 Writing Minutes and Meeting Notes](#)
- [QW008 Microsoft Word Techniques](#)
- [E1000 The Learning Lab online platform includes content related to written communications](#)

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

- QW014 Advanced Microsoft Excel PivotTables
- QW025 Google Docs & Drive—Beginner
- E1000 The Learning Lab online platform includes extensive content in MS Office and other technology and productivity tools
- QW005 Managing and Organizing Your E-mail Inbox—Microsoft Outlook
- QW015 Microsoft Excel Macros
- QW004 Microsoft Excel Techniques
- QW007 Microsoft PowerPoint Techniques
- QW008 Microsoft Word Techniques
- QW001 Accomplishing More With Less
- Q0530 Basics of UW Procurement
- Q0090 Foundations of Fiscal Reporting
- Q0700 Managing Paper, Projects, and Priorities
- Q1051 UW Hiring Processes: An Introduction
- Q1530 Writing for Readability
- Q1430 Writing Policies and Procedures
- Q1380 Writing Minutes and Meeting Notes

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

- [QW001 Accomplishing More With Less](#)
- [Q1251 Kaizen Methods and Practice](#)
- [Q0700 Managing Paper, Projects, and Priorities](#)
- [Q1350 Project Management for the Non-Project Manager](#)
- [Q0510 Time Management](#)
- [Q1410 Directing and Delegating Work](#)
- [Q1610 Driving Organizational Change](#)
- [E1000 The Learning Lab online platform includes content related to managing priorities and project planning](#)
- [Q0450 Planning and Facilitating Effective Meetings](#)
- [Q0460 Project Management Essentials](#)
- [Q1290 Strategic Planning Tools](#)
- [Q1640 Systems Wisdom](#)
- [Q1470 Working Smarter](#)
- [Q1380 Writing Minutes and Meeting Notes](#)

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

- QW001 Accomplishing More With Less
- Q1610 Driving Organizational Change
- Q1251 Kaizen Methods and Practice
- Q1160 Master Process Planning
- Q1170 Process Improvement Tools
- Q0460 Project Management Essentials
- Q1350 Project Management for the Non-Project Manager
- Q1180 Rapid Process Improvement
- Q1470 Working Smarter
- QW030 Accomplishing More With Less for Managers
- Q1310 Designing the End-User Experience
- Q1410 Directing and Delegating Work
- E1000 The Learning Lab online platform includes content related to process improvement and project management
- Q0700 Managing Paper, Projects, and Priorities
- Q1430 Writing Policies and Procedures

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

- 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: "Sink or Swim" is Not a New Employee Orientation
- Q0590 Service Center Seminar
- Q1560 Supervising Student Employees
- Q0490 Supervision Basics
- Q1051 UW Hiring Processes: An Introduction

Training programs

- Faculty Grants Management (in-person and online training)
- 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
- E1000 The Learning Lab online platform includes a Leadership Development Program with content on building teams
- SLP210 SLP Level 2: Core Strengths — Results Through Relationships
- Q0260 Building a Positive Work Culture
- Q1600 Courageous Collaboration
- Q1410 Directing and Delegating Work
- 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

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: "Sink or Swim" is Not a New Employee Orientation
- Q1200 Cultivating Cultural Competence
- 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

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

- Q1410 Directing and Delegating Work
- Q0570 Managing Employee Performance
- Q0490 Supervision Basics
- Q0331 Training, Coaching, and Mentoring for Success
- QW030 Accomplishing More With Less for Managers
- Q0260 Building a Positive Work Culture
- Q0850 How to Give and Receive Feedback
- E1000 The Learning Lab online platform includes a Leadership Development Program with content on developing people
- Q0070 Managing Corrective Action the UW Way
- Q1630 Peer Coaching and Communities of Practice
- SLP210 SLP Level 2: Core Strengths — Results Through Relationships
- Q0240 Supervising in a Diverse Workplace
- Q1560 Supervising Student Employees

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

- [QW030 Accomplishing More With Less for Managers](#)
- [Q1410 Directing and Delegating Work](#)
- [Q0640 Leadership Style Makes a Difference](#)
- [Q0570 Managing Employee Performance](#)
- [Q1440 Building Better Teams](#)
- [Q1220 Conflict Management](#)
- [E1000 The Learning Lab online platform includes related content](#)
- [Q0170 Making the Move From Peer to Supervisor](#)
- [Q0070 Managing Corrective Action the UW Way](#)
- [Q1160 Master Process Planning](#)
- [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

- Q1610 Driving Organizational Change
- Q1390 Navigating Change in a Complex World
- Q1620 Creating an Inclusive Workplace Through Emotional Intelligence
- Q1600 Courageous Collaboration
- Q0720 Learned Optimism: Understanding Your Explanatory Style
- E1000 The Learning Lab online platform includes a Leadership Development Program with content on leading through change
- Q0430 Managing Stress
- Q1580 Negotiating Effectively
- Q1630 Peer Coaching and Communities of Practice
- 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
- Q0050 Difficult People and Difficult Behavior: Tips, Tactics, and Tools
- Q1160 Master Process Planning
- Q1290 Strategic Planning Tools
- E1000 The Learning Lab online platform includes content related to customer service
- Q1460 Thinking on Your Feet
- Q0060 Turning Negative Emotions Into Positive Outcomes

Consulting services

- Planning and visioning consultation and related services

UW RESOURCES

- Culture of Service

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

- Q1520 Understand and Influence Your Work Culture
- Q0260 Building a Positive Work Culture
- Q0910 Discovering Your Dependable Strengths
- Q1610 Driving Organizational Change
- Q0350 Employment Law and UW Policies
- Q0360 The Ethics Law and the U
- Q1240 Increasing Your Influence
- Q0150 Labor Relations Skills
- E1000 The Learning Lab online platform includes a Leadership Development Program with related content
- Q1160 Master Process Planning
- Q1580 Negotiating Effectively
- 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)
- 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

- Q1620 [Creating an Inclusive Workplace Through Emotional Intelligence](#)
- Q1200 [Cultivating Cultural Competence](#)
- Q1540 [Race, Bias, and Dissonance](#)
- Q0240 [Supervising in a Diverse Workplace](#)
- Q0730 [Working Across Generations](#)
- Q0260 [Building a Positive Work Culture](#)
- Q1600 [Courageous Collaboration](#)
- Q0350 [Employment Law and UW Policies](#)
- Q1630 [Peer Coaching and Communities of Practice](#)
- Q0331 [Training, Coaching, and Mentoring for Success](#)

Consulting services

- [Cultural awareness consultation and related services](#)

Resources

- [Succession Planning Toolkit](#)

Training programs

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

UW RESOURCES

- [Affirmative Action Plan](#)
- [Staff Diversity Hiring Toolkit](#)

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

- Q1610 [Driving Organizational Change](#)
- Q1160 [Master Process Planning](#)
- Q1240 [Increasing Your Influence](#)
- E1000 [The Learning Lab online platform includes a Leadership Development Program with related content](#)
- Q0100 [Onboarding: "Sink or Swim" is Not a New Employee Orientation](#)
- Q1170 [Process Improvement Tools](#)
- Q1180 [Rapid Process Improvement](#)
- Q1290 [Strategic Planning Tools](#)
- SLP210 [SLP Level 2: Core Strengths — Results Through Relationships](#)
- Q1640 [Systems Wisdom](#)
- Q1520 [Understand and Influence Your Work Culture](#)

Consulting services

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

Training programs

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