### 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

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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
- SLP240 The Coach Approach
- Q1220 Conflict Management
- Q0220 Customer Service Excellence
- Q1650 De-Escalation Skills for the Workplace
- Q0000 Developing Assertiveness Skills
- SLP230 Leadership for a Global Perspective
- Q0720 Learned Optimism: Understanding Your Explanatory Style
- E1000 The Learning Lab online platform includes content related to personal accountability
- Q1690 Respectful Partnerships
- 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

* DIRECTLY SUPPORTS DEVELOPING THIS COMPETENCY.  * MAY HELP DEVELOP ASPECTS OF THIS COMPETENCY.

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
○ QW033 21 Practices for Happiness and Accomplishment @Work
● Q1660 The Art of Project Management
● Q1600 Courageous Collaboration
○ E1000 The Learning Lab online platform includes content related to innovation and creative thinking
● Q1160 Master Process Planning
○ 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
○ Q1680 Find Your Focus: Prioritizing Work and Life
○ 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
○ Q1170 Process Improvement Tools
○ Q1180 Rapid Process Improvement
○ Q1470 Working Smarter

Consulting services
○ Coaching services

DIRECTLY SUPPORTS DEVELOPING THIS COMPETENCY. ○ MAY HELP DEVELOP ASPECTS OF THIS COMPETENCY.

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
- QW033 21 Practices for Happiness and Accomplishment @Work
- Q1480 Acing the Marshmallow Test
- Q1620 Creating an Inclusive Workplace Through Emotional Intelligence
- Q1650 De-Escalation Skills for the Workplace
- Q0910 Discovering Your Dependable Strengths
- Q0110 Emotional Intelligence
- QW035 Emotional Intelligence — Attain Results Through People
- Q0850 How to Give and Receive Feedback
- Q0720 Learned Optimism: Understanding Your Explanatory Style
- Q0060 Turning Negative Emotions Into Positive Outcomes
- SLP240 The Coach Approach
- 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
- Q1670 The Erosion of Empathy
- Q0430 Managing Stress
- Q1550 Mindfulness and Leadership
- Q1590 People From Pluto: Effective Communication Strategies
- Q1690 Respectful Partnerships
- 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

DIRECTLY SUPPORTS DEVELOPING THIS COMPETENCY.  MAY HELP DEVELOP ASPECTS OF THIS COMPETENCY.

Competencies adapted from *FYI: For Your Improvement* by Michael M. Lombardo and Robert W. Eichinger (2009).
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
○ Q1520 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
○ Q1660 The Art of Project Management
○ 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
○ SLP230 Leadership for a Global Perspective
○ Q0640 Leadership Style Makes a Difference
○ E1000 The Learning Lab online platform includes content related to communications and collaboration
○ 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
○ Q1690 Respectful Partnerships
○ 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
- 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
- Q0120 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
- 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
- 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)

Competencies adapted from *FYI: For Your Improvement* by Michael M. Lombardo and Robert W. Eichinger (2009).
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
- Q1580 Negotiating Effectively
- Q1590 People From Pluto: Effective Communication Strategies
- Q1630 Peer Coaching
- Q1660 The Art of Project Management
- 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
- Q0000 Developing Assertiveness Skills
- Q1610 Driving Organizational Change
- Q0110 Emotional Intelligence
- QW035 Emotional Intelligence — Attain Results Through People
- Q0850 How to Give and Receive Feedback
- SLP230 Leadership for a Global Perspective
- Q1640 Leadership Style Makes a Difference
- E1000 The Learning Lab online platform includes content related to communication essentials
- Q0620 Presentation Excellence
- Q1690 Respectful Partnerships
- 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
- Q1680 Find Your Focus: Prioritizing Work and Life
- Q1251 Kaizen Methods and Practice
- Q0700 Managing Paper, Projects, and Priorities
- Q1350 Project Management for the Non-Project Manager
- Q0510 Time Management
- QW033 21 Practices for Happiness and Accomplishment @Work
- Q1660 The Art of Project Management
- 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
- Q1660 The Art of Project Management
- Q1610 Driving Organizational Change
- Q1251 Kaizen Methods and Practice
- Q1160 Master Process Planning
- Q1170 Process Improvement Tools
- Q0460 Project Management Essentials
- Q1150 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
- Q1680 Find Your Focus: Prioritizing Work and Life
- 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/
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
- 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
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
- V0300 Succession Planning Workshop
- 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
- SLP240 The Coach Approach
- Q0570 Managing Employee Performance
- V0300 Succession Planning Workshop
- 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
- 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
- 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)
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
- 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
- Q1670 The Erosion of Empathy
- 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
- 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*
- Q1620 Creating an Inclusive Workplace Through Emotional Intelligence
- Q1200 Cultivating Cultural Competence
- Q1670 The Erosion of Empathy
- SLP230 Leadership for a Global Perspective
- Q1540 Race, Bias, and Dissonance
- Q1140 Supervising in a Diverse Workplace
- Q0730 Working Across Generations
- Q1260 Building a Positive Work Culture
- Q1600 Courageous Collaboration
- Q1550 De-Escalation Skills for the Workplace
- Q0350 Employment Law and UW Policies
- Q1630 Peer Coaching
- Q1690 Respectful Partnerships
- 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

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DIRECTLY SUPPORTS DEVELOPING THIS COMPETENCY.  MAY HELP DEVELOP ASPECTS OF THIS COMPETENCY.
Competencies adapted from *FYI: For Your Improvement* by Michael M. Lombardo and Robert W. Eichinger (2009).
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
- SLP230 Leadership for a Global Perspective
- 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)