

# 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](#)
- Q1850 [Reimagining Racial Inclusion](#)
- Q1770 [A Practical Approach to Anti-Racism](#)
- SLP240 [The Coach Approach](#)
- Q1220 [Conflict Management](#)
- Q1221 [Conflict Management](#)
- Q1710 [Conversations About Race in the Workplace](#)
- Q0220 [Customer Service Excellence](#)
- Q1650 [De-Escalation Skills for the Workplace](#)
- QA002 [Exploration of Race in the Workplace: A Guide for Self-Study](#)
- SLP230 [Leadership for a Global Perspective](#)
- Q0200 [Learning to Lead](#)
- Q0720 [Learned Optimism: Understanding Your Explanatory Style](#)
- Q1690 [Respectful Partnerships](#)
- SLP210 [SLP Level 2: Core Strengths — Results Through Relationships](#)
- Q1890 [White Allyship Transformation](#)

#### *Consulting services*

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

#### *Training programs*

- [SLP Supervisor Orientation](#)

#### *UW Human Resources training*

- [Violence Prevention and Response Training](#)

### **UW RESOURCES**

- [Husky Prevention & Response \(Title IX\)](#)

## 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*

- SLP250 Human-Centered Design for Innovation & Creative Problem Solving
- Q1550 Introduction to Leadership Embodiment
- Q1660 The Art of Project Management
- Q1170 Process Improvement Tools

### 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](#)
- [Q1620 Creating an Inclusive Workplace Through Emotional Intelligence](#)
- [Q0720 Learned Optimism: Understanding Your Explanatory Style](#)
- [Q1820 Negotiation Skills and Strategies](#)
- [Q1170 Process Improvement Tools](#)
- [Q1840 Under the Hood: Understanding Your Brain at Work](#)
- [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
- Q1840 Under the Hood: Understanding Your Brain at Work
- SLP240 The Coach Approach
- Q0030 Communication Style: Creating Positive Relationships and Results
- Q0040 Communications
- Q1220 Conflict Management
- Q1221 Conflict Management
- Q0300 Conflict Resolution Skills for Health Care Professionals
- Q1710 Conversations About Race in the Workplace
- Q0220 Customer Service Excellence
- Q1590 Effective Communication Strategies
- QA002 Exploration of Race in the Workplace: A Guide for Self-Study
- Q1200 Exploring Cultural Competence
- Q0430 Managing Stress
- Q1740 Managing Up
- Q1550 Introduction to Leadership Embodiment
- Q1690 Respectful Partnerships
- SLP210 SLP Level 2: Core Strengths — Results Through Relationships
- Q1890 White Allyship Transformation
- 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*

- SLP240 The Coach Approach
- Q1620 Creating an Inclusive Workplace Through Emotional Intelligence
- Q1880 Creating Equity With Gracious Space
- Q1240 Increasing Your Influence
- Q1590 Effective Communication Strategies
- SLP210 SLP Level 2: Core Strengths — Results Through Relationships
- Q1770 A Practical Approach to Anti-Racism
- Q1660 The Art of Project Management
- Q1830 Beyond Checking a Box: an Introduction to Intersectionality
- Q0260 Building a Positive Work Culture
- Q0030 Communication Style: Creating Positive Relationships and Results
- Q0040 Communications
- Q1710 Conversations About Race in the Workplace
- 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
- Q0730 The Multi-Generational Workplace
- Q1820 Negotiation Skills and Strategies

▶ 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

### *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
- Q0220 Customer Service Excellence
- Q1590 Effective Communication Strategies
- 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 Introduction to Leadership Embodiment
- Q0730 The Multi-Generational Workplace
- Q0450 Planning and Facilitating Effective Meetings
- SLP210 SLP Level 2: Core Strengths — Results Through Relationships

#### *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
- Q1590 Effective Communication Strategies
- Q1240 Increasing Your Influence
- Q1740 Managing Up
- Q1820 Negotiation Skills and Strategies
- Q1241 Spheres of Power and Influence
- Q1660 The Art of Project Management
- Q1830 Beyond Checking a Box: an Introduction to Intersectionality
- Q0950 Building on Emotional Intelligence: Transforming Communication Through Empathy
- Q1220 Conflict Management
- Q1221 Conflict Management
- Q0300 Conflict Resolution Skills for Health Care Professionals
- Q1620 Creating an Inclusive Workplace Through Emotional Intelligence
- Q1880 Creating Equity With Gracious Space
- QA003 Employee Experience Accelerator
- Q1200 Exploring Cultural Competence
- Q0220 Customer Service Excellence
- 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

#### *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](#)
- [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](#)
- [QA004 The Not-So-Simple Sentence—Revisiting Punctuation and Grammar \(self-paced\)](#)
- [Q1370 The Not-So-Simple Sentence—Revisiting Punctuation and Grammar](#)
- [Q0470 Proofreading and Editing](#)
- [Q1780 What's the Word: Inclusivity in Language](#)

# OPERATIONAL EXCELLENCE

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## 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*

- [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](#)
- [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](#)
- [Q1170 Process Improvement Tools](#)
- [Q0460 Project Management Essentials](#)
- [Q1350 Project Management for the Non-Project Manager](#)
- [Q1470 Working Smarter](#)
- [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 Implementing an Equitable Hiring Process
- 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
- 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*

- Violence Prevention and Response Training

### **UW RESOURCES**

- Husky Prevention & Response (Title IX)
- 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*

- [QA003 Employee Experience Accelerator](#)
- [SLP210 SLP Level 2: Core Strengths — Results Through Relationships](#)
- [Q1860 Tactical Leadership](#)
- [Q1660 The Art of Project Management](#)
- [Q0260 Building a Positive Work Culture](#)
- [SLP240 The Coach Approach](#)
- [Q1880 Creating Equity With Gracious Space](#)
- [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 \(including DEI Rubric, baseline report, inclusive hiring tools, etc.\)](#)

## 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 Implementing an Equitable Hiring Process](#)
- [Q0100 Onboarding for Success](#)
- [V0300 Succession Planning Workshop](#)
- [Q1200 Exploring Cultural Competence](#)
- [Q0570 Managing Employee Performance](#)
- [Q0730 The Multi-Generational Workplace](#)
- [Q1540 Race, Bias, and Dissonance](#)
- [Q0240 Supervising in a Diverse Workplace](#)
- [Q1051 UW Hiring Processes: An Introduction](#)

#### *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 \(including DEI Rubric, baseline report, inclusive hiring tools, etc.\)](#)

## 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
- Q1860 Tactical Leadership
- 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
- 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](#)
- [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](#)
- [Q1860 Tactical Leadership](#)

#### *Consulting services*

- [Coaching services](#)

#### *Training programs*

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

# ORGANIZATIONAL EXCELLENCE

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## 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*

- Q1620 Creating an Inclusive Workplace Through Emotional Intelligence
- QA001 Goal Setting for Success
- Q0720 Learned Optimism: Understanding Your Explanatory Style
- Q0200 Learning to Lead
- Q0430 Managing Stress
- Q1820 Negotiation Skills and Strategies
- Q1290 Strategic Planning Tools

#### *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
- 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
- Q1790 Effective Business Writing
- Q1290 Strategic Planning Tools
- 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
- Q0910 Discovering Your Dependable Strengths
- Q0350 Employment Law and UW Policies
- 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
- Q1820 Negotiation Skills and Strategies
- Q1850 Reimagining Racial Inclusion
- Q1241 Spheres of Power and Influence
- V0300 Succession Planning Workshop
- Q1640 Systems Wisdom
- Q1890 White Allyship Transformation

#### *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
- Q1830 Beyond Checking a Box: an Introduction to Intersectionality
- Q1710 Conversations About Race in the Workplace
- Q1620 Creating an Inclusive Workplace Through Emotional Intelligence
- Q1880 Creating Equity With Gracious Space
- Q1200 Exploring Cultural Competence
- QA002 Exploration of Race in the Workplace: A Guide for Self-Study
- SLP230 Leadership for a Global Perspective
- Q0730 The Multi-Generational Workplace
- Q1540 Race, Bias, and Dissonance
- Q1850 Reimagining Racial Inclusion
- Q0240 Supervising in a Diverse Workplace
- Q1780 What's the Word: Inclusivity in Language
- Q1890 White Allyship Transformation
- Q0260 Building a Positive Work Culture
- Q1650 De-Escalation Skills for the Workplace
- Q0350 Employment Law and UW Policies
- 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
- Husky Prevention & Response (Title IX)
- Staff Diversity Hiring Toolkit
- UWHR's Diversity, Equity, and Inclusion website (including DEI Rubric, baseline report, inclusive hiring tools, etc.)



## 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*

- Q1240 Increasing Your Influence
- SLP230 Leadership for a Global Perspective
- Q0100 Onboarding for Success
- Q1170 Process Improvement Tools
- 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)