

MANAGING SELF

Cultivate Self-Awareness (Session 1)

Cultivate an awareness of oneself as a supervisor/manager, and recognize one's strengths and areas for development.

Indicators:

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

Commit to Ongoing Development

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

Indicators:

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

Demonstrate Flexibility and Resilience

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

Indicators:

- Models persistence under adversity and recovers quickly from setbacks.
 - [Succeeding as a Manager](#)
- Adapts to competing demands and shifting priorities.
 - [Adapting to Environments](#)
- Demonstrates composure and patience under trying circumstances.
 - [7 Ways Leaders Maintain Their Composure in Difficult Times](#)
- Demonstrates flexibility and resilience in response to organizational constraints.
 - [5 Principles of Organization Resilience](#)

Maintain Work-Life Balance

Maintain work-life balance by establishing mechanisms for self-care both within & outside the workplace.

Indicators:

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

Additional Resources:

- [MBTI webpage](#)
- [Myers Briggs video](#)
- [Pete Mockaitis video](#)
- [Myers-Briggs and Productivity video](#)
- [Myers-Briggs animated video](#)

MANAGING OTHERS

Communicate Effectively and Openly (Session 2)

Use effective communication skills to create an environment in which open communication is fostered and information is readily shared.

Indicators:

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

Additional Resources:

- [Dian Killian- Overcoming Workplace Challenges using Empathy](#)

Build Relationships (Session 3)

Develop and maintain constructive relationships with others and manages conflict effectively.

Indicators:

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

Additional Resources:

- [The Happy Secret to Better Work](#)
- [The Power of Sunshine for a Healthy Environment](#)

Promote a Respectful and Inclusive Workplace (Session 3)

Promote a workplace culture where people understand, respect, and are open to differences and where diversity is leveraged to achieve the organization's vision and mission.

Indicators:

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

Additional Resources:

- [Working with Military Veterans](#)
- [Generational Differences in the Workplace](#)
- [A Guide for Multinationals](#)
- [Color Blind or Color Brave?](#)
- [Immaculate Perception. Do you Discriminate?](#)

Foster Teamwork

Build mission-driven, cohesive teams.

Indicators:

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

Additional Resources:

- [How to Motivate People](#)
- [7 Ways to Keep your Employees Happy \(and Working Really Hard\)](#)
- [37 Ways to Keep your Employees Motivated from a 37 Year-old Entrepreneur](#)
- [How to Motivate Your Employee](#)

Manage Performance (Session 5)

Actively encourage and monitor employee effectiveness in achieving job expectations.

Indicators:

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

Additional Resources:

- [Workplace Learning and Development Office Workshops](#)
- [Manager and Supervisor Toolkit](#)

Develop Workforce

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

Indicators:

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

Additional Resources:

- [Hiring Veterans Toolkit](#)
- [Manage Your Work, Manage Your Life](#)

MANAGING WORK

Achieve Departmental Mission (Session 4)

Develop and execute plans to achieve departmental mission, as well as organizational and operational goals.

Indicators:

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

Additional Resources:

- [12 Tips for New Managers](#)
- [How to get Organized](#)
- [Work Organization Tips](#)
- [10 Tips to Boost your Strategy Execution Capabilities in Times of Crisis](#)
- [Top Tips for Project Execution](#)

Utilize Organizational Skills (Session 4)

Effectively use organizational tools, make decisions, and delegates to ensure organizational success.

Indicators:

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

Additional Resources:

- [10 Tips for New Managers](#)

Responsibly Steward Resources

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

Indicators:

- Creates an organizational culture dedicated to service excellence with responsible stewardship.
 - [What is Organizational Culture?](#)
- Assumes fiscal responsibility for department and understands financial implications for decisions.
 - [Financial Integrity Requires More than Good Accountants](#)
- Secures and deploys resources (Information, time, money, staff) needed to accomplish plans.
- Ensures that staffing patterns support organizational needs.

Promote efforts aimed at improving current processes and foster a culture of continuous learning, improvement, and innovation.

Indicators:

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

MANAGING SYSTEM

Uphold Legal Requirements and Organizational Policies (Session 6)

Manage risks and requirements of applicable federal, state, and local laws and organizational policies.

Indicators:

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

Focus on Public Service

Align organizational goals and workplace practices to serve public needs.

Indicators:

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

Additional Resources:

- [How Community Service helps build a Great Company](#)
- [Finding Community Service and Volunteering for Groups](#)
- [Volunteer UMass](#)

Demonstrate Organizational Agility

Understand and effectively navigate the larger organizational culture.

Indicators:

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