

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
- SLP210 SLP Level 2: Core Strengths Accountability
- Q1400 The Trust Advantage
- Q1220 Conflict Management
- Q0220 Customer Service Excellence
- Q0000 Developing Assertiveness Skills
- Q0720 Learned Optimism: Understanding Your Explanatory Style
- Q1420 The Likeability Factor
- Q1210 Motivating Employees
- SLP220 SLP Level 2: Leadership Advantage

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
- Q1160 Master Process Planning
- Q1170 Process Improvement Tools
- Q1180 Rapid Process Improvement
- SLP220 SLP Level 2: Leadership Advantage

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

Classes and webinars

- Q1410 Directing and Delegating Work
- Q0720 Learned Optimism: Understanding Your Explanatory Style
- Q1580 Negotiating Effectively
- Q1170 Process Improvement Tools
- Q1180 Rapid Process Improvement
- SLP220 SLP Level 2: Leadership Advantage
- 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](#)
- 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](#)
- Q0200 [Learning to Lead](#)
- Q0430 [Managing Stress](#)
- Q1550 [Mindfulness and Leadership](#)
- Q1590 [People From Pluto: Effective Communication Strategies](#)
- SLP210 [SLP Level 2: Core Strengths Accountability](#)
- SLP220 [SLP Level 2: Leadership Advantage](#)
- 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

Classes and webinars

- Q1440 Building Better Teams
- Q1240 Increasing Your Influence
- Q1590 People From Pluto: Effective Communication Strategies
- Q1400 The Trust Advantage
- Q0260 Building a Positive Work Culture
- Q0030 Communication Style: Creating Positive Relationships and Results
- Q0040 Communications
- Q0000 Developing Assertiveness Skills
- QW025 Google Docs & Drive—Beginner
- Q0640 Leadership Style Makes a Difference
- Q0200 Learning to Lead
- Q1420 The Likeability Factor
- Q0170 Making the Move From Peer to Supervisor
- QW004 Microsoft Excel Techniques
- QW032 Microsoft Office 365/2013 Crash Course
- Q1210 Motivating Employees
- Q1580 Negotiating Effectively
- Q0460 Project Management Essentials
- Q1350 Project Management for the Non-Project Manager
- SLP210 SLP Level 2: Core Strengths Accountability
- SLP220 SLP Level 2: Leadership Advantage
- 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
- 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
- Q0070 Managing Corrective Action the UW Way
- Q0570 Managing Employee Performance
- Q1550 Mindfulness and Leadership
- Q1590 People From Pluto: Effective Communication Strategies
- Q0450 Planning and Facilitating Effective Meetings
- SLP210 SLP Level 2: Core Strengths Accountability
- SLP220 SLP Level 2: Leadership Advantage
- Q1400 The Trust Advantage
- 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

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
- Q0950 Building on Emotional Intelligence: Transforming Communication Through Empathy
- Q1220 Conflict Management
- Q0300 Conflict Resolution Skills for Health Care Professionals
- Q1200 Cultivating Cultural Competence
- Q0220 Customer Service Excellence
- Q0000 Developing Assertiveness Skills
- Q0110 Emotional Intelligence
- Q0850 How to Give and Receive Feedback
- Q0640 Leadership Style Makes a Difference
- Q1210 Motivating Employees
- Q0620 Presentation Excellence
- SLP210 SLP Level 2: Core Strengths Accountability
- SLP220 SLP Level 2: Leadership Advantage
- 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

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

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
- Q0180 Medical Terminology
- QW008 Microsoft Word Techniques

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
- QW031 Managing and Organizing Your Email Inbox—Google Apps
- QW005 Managing and Organizing Your E-mail Inbox—Microsoft Outlook
- QW015 Microsoft Excel Macros
- QW004 Microsoft Excel Techniques
- QW032 Microsoft Office 365/2013 Crash Course
- 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
- Q0980 SAGE: Creating and Submitting eGC1s and Budgets
- 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

Classes and webinars

- QW001 Accomplishing More With Less
- Q1251 Kaizen Methods and Practice
- Q0700 Managing Paper, Projects, and Priorities
- Q0510 Time Management
- Q1410 Directing and Delegating Work
- Q0450 Planning and Facilitating Effective Meetings
- Q0460 Project Management Essentials
- Q1290 Strategic Planning Tools
- SLP220 SLP Level 2: Leadership Advantage
- 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

Classes and webinars

- QW001 Accomplishing More With Less
- 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
- Q0700 Managing Paper, Projects, and Priorities
- SLP220 SLP Level 2: Leadership Advantage
- 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

- Fiscal Management
- 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
- Q0550 Facilities and Administrative Rate Calculation
- 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
- Q0121 Introduction to Research Administration
- 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
- Q0404 Post-Award Financial Administration: Processes, Offices, and Best Practices
- Q0590 Recharge Center Seminar
- Q0980 SAGE: Creating and Submitting eGC1s and Budgets
- SLP220 SLP Level 2: Leadership Advantage
- Q0490 Supervision Basics

Training programs

- Faculty Grants Management (in-person and online training)
- New Employee Orientation
- SLP Supervisor Orientation
- Strategic Leadership Program (Level 1)

UW Human Resources training

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

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
- Q1210 Motivating Employees
- Q1400 The Trust Advantage
- Q0260 Building a Positive Work Culture
- Q1410 Directing and Delegating Work
- Q1240 Increasing Your Influence
- SLP210 SLP Level 2: Core Strengths Accountability
- SLP220 SLP Level 2: Leadership Advantage

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](#)
- [SLP220 SLP Level 2: Leadership Advantage](#)
- [Q0240 Supervising in a Diverse Workplace](#)
- [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
- Q1210 Motivating Employees
- 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
- Q0200 Learning to Lead
- Q0070 Managing Corrective Action the UW Way
- SLP210 SLP Level 2: Core Strengths Accountability
- SLP220 SLP Level 2: Leadership Advantage
- 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

- [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](#)
- [Q0200 Learning to Lead](#)
- [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](#)
- [Q1400 The Trust Advantage](#)

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

- Q1390 Navigating Change in a Complex World
- Q0720 Learned Optimism: Understanding Your Explanatory Style
- Q0200 Learning to Lead
- Q0430 Managing Stress
- Q1580 Negotiating Effectively
- SLP220 SLP Level 2: Leadership Advantage
- 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

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
- SLP220 SLP Level 2: Leadership Advantage
- Q1290 Strategic Planning Tools
- 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

- Human Resources Administration

Classes and webinars

- Q1520 Understand and Influence Your Work Culture
- Q0260 Building a Positive Work Culture
- Q0910 Discovering Your Dependable Strengths
- Q0350 Employment Law and UW Policies
- Q0360 The Ethics Law and the U
- Q1240 Increasing Your Influence
- Q0150 Labor Relations Skills
- Q1160 Master Process Planning
- Q1580 Negotiating Effectively
- SLP220 SLP Level 2: Leadership Advantage

Consulting services

- Organizational efficiency consultation and related services
- Planning and visioning consultation and related services

Training programs

- New Employee Orientation
- Strategic Leadership Program (Level 1)

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

- 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
- Q0350 Employment Law and UW Policies
- 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

- Q1160 Master Process Planning
- SLP210 SLP Level 2: Core Strengths Accountability
- Q1240 Increasing Your Influence
- Q0100 Onboarding: "Sink or Swim" is Not a New Employee Orientation
- Q1170 Process Improvement Tools
- Q1180 Rapid Process Improvement
- SLP220 SLP Level 2: Leadership Advantage
- Q1290 Strategic Planning Tools
- 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)