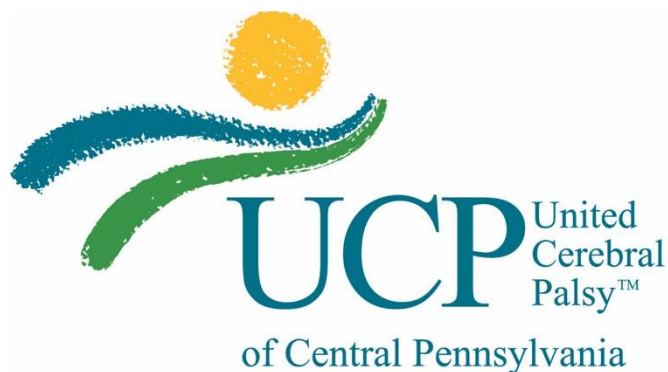


# Learning Library for Position Competencies



# Introduction

This United Cerebral Palsy of Central Pennsylvania Inc. [Learning Library](#) provides you with Learning Resources for each position competency assigned to your job. *A position competency is a behavior and/or skill expected or required of someone in a certain position.* Each position competency presented in this document includes a definition and key behavioral actions.

Within the Table of Contents, competencies are identified as follows: UCP Cultural Pillar competencies (**orange font**); competencies identified by Crown HR Consulting Inc. for the Direct Support Professional and Manager positions (**green font**); competencies identified by Development Dimensions International Inc. for all other positions at UCP (**blue font**); and competencies identified by Development Dimensions International Inc. but not yet linked to positions at UCP (**grey font**).

Some competencies are easier to develop than others. Each competency has been assigned a numerical value on a scale of 1 through 5. Competencies that are “more able to be developed” have been assigned a value of 5. Competencies that are “less able to be developed” have been assigned a value of 1. A competency that has been assigned with a lower number will tend to require more Learning Resources and the continued consistent application of the key actions attributed to that competency. It will take longer to develop skill within a competency that has been assigned with a lower numerical value.

Many different Learning Resources are available to you to help you grow and develop within each competency. The various Learning Resources include the following and are identified with a specific icon:



Classroom-based instruction.



On-demand UCP-hosted Webinar. (available via the UCP Training website)



Pre-scheduled UCP-hosted live Webinar. (contact HR for details).



On-demand video learning link. (copy and paste to your browser)



Professional Journal article. (copy and paste to your browser)



Book.



E-Books.



Additional Learning Resource materials.

**Throughout each year, you should complete the following Action Steps to ensure that you are continuing to grow and develop within your position and pursuing career planning goals:**

\*Complete your [Individual Development Plan \(IDP\)](#) document and share your IDP with your Supervisor.

\*Locate the UCP Cultural Pillar competencies of Teamwork, Person-focused, Communication, and Continuous Learning within this Learning Library and read through the many Learning Resources that are

available to you to help you grow and develop. Identify which Learning Resources you would prefer to access and complete.

\*Locate the position competencies that have been identified for your position (they are indicated within your Position Description). Locate each position competency for your position within this Learning Library and read through the many Learning Resources that are available to you to help you grow and develop. Identify which Learning Resources you would prefer to pursue.

\*As you complete each Learning Resource opportunity, notify your Supervisor. Share your thoughts regarding the Learning Resource with your Supervisor and co-workers.

\*With the support of the Learning Resources, begin to apply the key actions of each competency of your position and the UCP Cultural Pillars.

\*If you would like to also establish a career development plan, locate the position competencies that have been identified for a position that is of a higher level within the organization. Setting up a learning and development plan that targets other higher level positions will enable you to establish specific career planning goals. You may obtain the Position Description for other positions by contacting the HR Department.

# Learning Library 1.0

Table of Contents (Use the hyperlink [or Ctrl + hyperlink] to go to a target.)

- [Accountability](#) .....
- [Accuracy](#) .....
- [Active Learning](#) .....
- [Adaptability](#) .....
- [Adaptable](#) .....
- [Aligning Performance for Success](#) .....
- [Applied Learning](#) .....
- [Authenticity](#) .....
- [Becoming a Business Advisor](#) .....
- [Broadening Business Value](#) .....
- [Building a Successful Team](#) .....
- [Building Customer Loyalty](#) .....
- [Building Customer Relationships](#) .....
- [Building Healthcare Talent](#) .....
- [Building Influential Partnerships](#) .....
- [Building Networks](#) .....
- [Building Organizational Talent](#) .....
- [Building Partnerships](#) .....
- [Building Self-Insight](#) .....
- [Building Strategic Working Relationships](#) .....
- [Building Trust](#) .....
- [Business Acumen](#) .....
- [Business Savvy](#) .....

[Care Management](#) .....

[Coaching](#) .....

[Coaching and Developing Others](#) .....

[Coaching the Sales Team](#) .....

[Communication \(UCP Cultural Pillar\)](#) .....

[Compelling Communication](#) .....

[Continuous Improvement](#) .....

[Continuous Learning \(UCP Cultural Pillar\)](#) .....

[Contributing to Team Success](#) .....

[Core Values](#) .....

[Courage](#) .....

[Creating a Culture of Trust](#) .....

[Creating a Service Reputation](#) .....

[Creating an Inclusive Environment](#) .....

[Creating Demand Through Insight](#) .....

[Cultivating Clinical and Business Partnerships](#) .....

[Cultivating Networks and Partnerships](#) .....

[Customer Focus](#) .....

[Customer Orientation](#) .....

[Decision Making](#) .....

[Delegating](#) .....

[Delegating Responsibility](#) .....

[Developing Others](#) .....

[Driving Execution](#) .....

[Driving for Results](#) .....

[Driving Innovation](#) .....

[Driving Successful Customer Engagements](#) .....

[Earning Trust](#) .....

[Emotional Intelligence Essentials](#).....

[Empathy](#).....

[Energy](#).....

[Entrepreneurship](#).....

[Establishing Customer Value](#) .....

[Establishing Strategic Direction](#).....

[Execution](#) .....

[Expanding and Advancing Opportunities](#) .....

[Facilitating Change](#) .....

[Financial Acumen](#).....

[Follow-up](#) .....

[Formal Presentation](#).....

[Gaining Commitment](#) .....

[Guiding Interactions](#) .....

[High-Impact Communication](#).....

[Impact](#).....

[Information Monitoring](#) .....

[Initiating Action](#).....

[Innovation](#) .....

[Inspiring Excellence](#) .....

[Inspiring Others](#).....

[Intense Commitment](#).....

[Intercultural Connections](#) .....

[Knowledge Building](#).....

[Leading Change](#).....

[Leading Teams](#) .....

[Leading Through Vision and Values](#) .....

[Leveraging Diversity](#).....

Leveraging Feedback.....

Making Healthcare Operations Decisions .....

Making Sales Operations Decisions.....

Managing Conflict .....

Managing Relationships.....

Managing Work .....

Marshalling Resources.....

Meeting Leadership.....

Meeting Participation.....

Mentoring .....

Motivating.....

Operational Decision Making .....

Optimizing Diversity .....

Patient Education/Health Promotion .....

Personal Growth Orientation.....

Person-focused (UCP Cultural Pillar – Direct Support Positions) .....

Person-focused (UCP Cultural Pillar) .....

Planning.....

Planning and Organizing.....

Positive Approach .....

Positive Attitude .....

Quality Orientation .....

Raising the Bar.....

Rapport.....

Resource Allocation .....

Risk Taking .....

Safety Advocacy .....

Safety Awareness .....

[Safety Intervention](#) .....

[Sales Disposition](#).....

[Seizing Market Opportunities](#) .....

[Selecting Talent](#) .....

[Self Responsibility](#).....

[Service Excellence](#).....

[Setting Sales Unit Strategy](#) .....

[Service to Others](#) .....

[Sharing Responsibility](#).....

[Skill Base](#) .....

[Strategic Decision Making](#).....

[Strategic Influence](#) .....

[Strategic Planning](#) .....

[Stress Tolerance](#).....

[Sustaining Customer Satisfaction](#) .....

[Teamwork \(UCP Cultural Pillar\)](#) .....

[Technical/Professional Knowledge and Skills](#) .....

[Technology Savvy](#).....

[Tenacity](#) .....

[Valuing Differences](#).....

[Work Standards](#) .....



## Accountability <sup>2</sup>

*Embraces expectations for the position and holds oneself personally accountable for providing high standards of care for service participants and/or customers. Clearly defined, measurable criteria are used to monitor personal progress. As the role evolves, quick to define mutual goals to achieve standards of excellence.*

### Key Actions

- **Sets standards for excellence**—Establishes criteria and/or work procedures to achieve a high level of quality, productivity, or service.
- **Ensures high quality**—Dedicates required time and energy to assignments or tasks to ensure that no aspect of the work is neglected; works to overcome obstacles to completing tasks or assignments.
- **Takes responsibility**—Accepts responsibility for outcomes (positive or negative) of one’s work; admits mistakes and refocuses efforts when appropriate.
- **Encourages others to take responsibility**—Provides encouragement and support to others in accepting responsibility; does not accept others’ denial of responsibility without questioning.

### Learning Resources



#### Webinars:

[“Developing Personal Accountability”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Accountability: Taking Ownership of Your Responsibility”](#)

<https://www.ccl.org/webinars/accountability-taking-ownership-of-your-responsibility/> [\(Link not found\)](#)

[“The Secrets of Accountability”](#)

<https://www.achievet.com/resources/webinars/webinar-the-secrets-of-accountability-how-to-drive-better-performance> [\(Useful information\)](#)

[“Unspoken Language of Accountability”](#)

<https://www.xeniumhr.com/hr-resources/webinars/unspoken-language-of-accountability/> [\(This is a good useful webinar\)](#)



#### Videos:

[“Check Yourself-Accountability | Charlie Johnson | TEDx Normal”](#)

<https://www.youtube.com/watch?v=bCteZqlwf-k>

[“How to Keep Yourself Accountable”](#)

<https://www.youtube.com/watch?v=NRDazZekmPk>

[“How to Hold Yourself Accountable \(Accountability For Your Goals\)”](#)

[https://www.youtube.com/watch?v=BSx7to7hT\\_w](https://www.youtube.com/watch?v=BSx7to7hT_w)

"How to be Responsible and Accountable by Jeff Muir"

<https://www.youtube.com/watch?v=rXgPNTgC0dQ>

"How To Be Responsible | Dr. Myles Munroe"

<https://www.youtube.com/watch?v=ZE1ndbsDYZY0>



#### **Articles:**

"Manage Yourself: 10 Ways to Make Yourself Accountable at Work, in Life, and with Money"

<https://www.moneyunder30.com/manage-yourself-10-ways-to-make-yourself-accountable-at-work-in-life-and-with-money>

"How to be Accountable on the Job"

<https://work.chron.com/accountable-job-7948.html>

"Own it: Take Personal Accountability to Work"

<https://evernote.com/blog/own-it-take-personal-accountability-to-work/>

"Responsibility & Accountability Should Work Together Really!"

<https://www.linkedin.com/pulse/responsibility-accountability-should-work-together-really-abu-ghosh-5993785093456408576>

"5 Ways to Take on More Responsibility at Work"

<https://www.businessinsider.com/5-ways-to-take-on-more-responsibility-at-work-2011-2>



#### **Books:**

[Accountability Leadership: How Great Leaders Build a High Performance Culture of Accountability and Responsibility, Di Worrall](#)

[Inspiring Accountability in the Workplace: Unlocking the Brian's Secrets to Employee Engagement, Accountability, and Results; Elaina Noell](#)

[Accountability: Taking Ownership of Your Responsibility, Henry Browning](#)



#### **E-Books:**

How to Handle Responsibility

[https://archive.org/details/howtohandlerespo00nels/mode/2up\\_a](https://archive.org/details/howtohandlerespo00nels/mode/2up_a) (Requires creating an account)

The Road to Accountability

<https://focusu.com/download-road-to-accountability-ebook/> (This is a good ebook simple and informative.)

## Accuracy <sup>3</sup>

*Continually strives for higher levels of excellence. Adept at critiquing personal work and is quick to recognize mistakes, immediately moving toward correcting the problem. Never satisfied with anything short of the very best care for service participants and for the customers whom are served.*

### Key Actions

- **Follows procedures**—Accurately and carefully follows established procedures for completing work tasks.
- **Ensures high quality output**—Vigilantly watches over job processes, tasks, and work products to ensure freedom from errors, omissions, or defects.
- **Takes action**—Initiates action to correct quality problems or notifies others of quality issues as appropriate.

### Learning Resources



#### Webinars:

[“Lafley and Martin’s Five-Step Strategy Model”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“The Blake Mouton Managerial Grid”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“3 Steps to Building a Purposeful, Aligned, and Engaged Workforce- EMEA”](https://resources.kenblanchard.com/webinar-recording-videos/3-steps-to-building-a-purposeful-aligned-and-engaged-workforce-emea)

<https://resources.kenblanchard.com/webinar-recording-videos/3-steps-to-building-a-purposeful-aligned-and-engaged-workforce-emea>

#### Videos:

[“How to Strive for Excellence”](https://www.youtube.com/watch?v=tyxmCNRQQGg)

<https://www.youtube.com/watch?v=tyxmCNRQQGg>

[“Motivating People to Excellence | Cheryl Ferguson | TEDx Winnipeg](https://www.youtube.com/watch?v=aljb6ZXBwV0)

<https://www.youtube.com/watch?v=aljb6ZXBwV0>

[“How to Recover From Mistakes at Work”](https://www.youtube.com/watch?v=3ES3i3Q24-k)

<https://www.youtube.com/watch?v=3ES3i3Q24-k>

[“How to Handle a Work Mistake”](https://www.youtube.com/watch?v=kIPOaPT035k)

<https://www.youtube.com/watch?v=kIPOaPT035k>

 **Articles:**

["Here's Exactly What to do- And Say- After You've Made a Mistake at Work"](https://www.cnbc.com/2019/07/15/heres-exactly-what-to-doand-sayafter-youve-made-a-mistake-at-work.html)

<https://www.cnbc.com/2019/07/15/heres-exactly-what-to-doand-sayafter-youve-made-a-mistake-at-work.html> (This is a good article)

["How to Control or Avoid Errors in Your Work: 15 Awesome Tips"](https://content.wisestep.com/control-avoid-errors-work-awesome-tips/)

<https://content.wisestep.com/control-avoid-errors-work-awesome-tips/>

["27 Good Work Habits for a Successful Career"](https://www.thebalancecareers.com/good-work-habits-for-career-success-4120926)

<https://www.thebalancecareers.com/good-work-habits-for-career-success-4120926> (Good article)

["How to Improve Accuracy in the Workplace"](https://bizfluent.com/how-6394433-improve-process-capability.html)

<https://bizfluent.com/how-6394433-improve-process-capability.html>

["5 Behaviors That Can Make You More Successful at Work"](https://www.forbes.com/sites/davidsturt/2017/12/19/5-behaviors-that-can-make-you-more-successful-at-work/#48f95a9f7086)

<https://www.forbes.com/sites/davidsturt/2017/12/19/5-behaviors-that-can-make-you-more-successful-at-work/#48f95a9f7086>



**Books:**

[Mistakes I Made at Work: 25 Influential Women Reflect on What They Got out of Getting it Wrong, Jessica Bacal](#)

[Deep Work: Rules For Focused Success in a Distracted World, Cal Newport](#)

[What Got You Here Won't Get You There, Marshall Goldsmith](#)

[High Performance Habits: How Extraordinary People Become That Way, Brendon Burchard](#)

[Great at Work, Morten T Hansen](#)



**E-Books:**

["Why Teams Underperform"](http://www.free-management-ebooks.com/dldebk/dlld-underperform.htm)

<http://www.free-management-ebooks.com/dldebk/dlld-underperform.htm>

["Effective Goal Setting for Managers"](http://www.free-management-ebooks.com/dldebk/dlpr-goal.htm)

<http://www.free-management-ebooks.com/dldebk/dlpr-goal.htm>

["Working Backwards-The Secret to Success"](https://free-management-ebooks.tradepub.com/free/w_rebe02/)

[https://free-management-ebooks.tradepub.com/free/w\\_rebe02/](https://free-management-ebooks.tradepub.com/free/w_rebe02/)

["High Performance: Habits of First-Time Managers"](https://artpetty.com/your-free-ebook-high-performance-habits-of-first-time-managers/)

<https://artpetty.com/your-free-ebook-high-performance-habits-of-first-time-managers/>

## Active Learning 2

*Seeking and leveraging opportunities to gain new skills, knowledge, and experiences; quickly assimilating and applying new information and skills to enhance sales results.*

### Key Actions

- **Seeks learning opportunities**—Shows inquisitiveness and eagerness to gain sales or business-related knowledge; scans the environment for formal and informal experiences that can provide new skills, behaviors, and/or knowledge; proactively makes time for these experiences.
- **Assimilates information quickly**—Readily absorbs and comprehends new information from formal and informal learning experiences; quickly sizes up new situations or information and isolates the most important elements.
- **Welcomes feedback**—Seeks and readily accepts feedback on own performance; uses feedback constructively to improve knowledge, skills, and behaviors.
- **Applies knowledge, skills, or experiences**—Puts new knowledge, understanding, or skill to practical use on the job; furthers learning through practice and on-going feedback.

### Learning Resources



#### Webinars:

[“Developing Personal Accountability”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Great Leaders are Great Learners: Identifying & Developing Learning Agility in your Leaders”](#)

<https://www.ccl.org/webinars/great-leaders-are-great-learners-identifying-and-developing-learning-agility-in-your-leaders/>

[“Getting Used to Change: Learning”](#)

[https://www.institutelm.com/event\\_listing/getting-used-to-change-learning.html](https://www.institutelm.com/event_listing/getting-used-to-change-learning.html)

[“How Heat Experiences Accelerate Learning”](#)

<https://www.ccl.org/webinars/turn-up-the-heat-turn-up-the-learning/>

[“Great Leaders Are Learners: Identifying & Developing Learning Agility in Your Leaders”](#)

<https://www.ccl.org/webinars/great-leaders-are-great-learners-identifying-and-developing-learning-agility-in-your-leaders/>



#### Videos:

[“The Importance of Learning on the Job”](#)

<https://www.youtube.com/watch?v=GZRUzUtVn5I>

[“Run, Hide, or Say Thank You: When Faced With Feedback, What Do You Do? Joy Mayer at TEDx CoMo”](#)

<https://www.youtube.com/watch?v=b0bS4xJiEU8>

[“Receiving Feedback”](#)

<https://www.youtube.com/watch?v=e-DiFFW5EO4>

[“How to Learn Faster”](#)

<https://www.youtube.com/watch?v=B9SptdjpJBQ>

[“Learning How to Learn | Barbara Oakley | TEDxOakland University”](#)

<https://www.youtube.com/watch?v=O96fE1E-rf8>



#### **Articles:**

[“6 Ways to Never Stop Learning at Work”](#)

<https://www.randstad.ca/job-seeker/career-resources/career-development/6-ways-to-never-stop-learning-at-work/>

[“How to Receive Feedback with Grace and Dignity”](#)

<https://www.thebalancecareers.com/receive-feedback-with-grace-and-dignity-1916643>

[“Taking Constructive Criticism Like a Champ”](#)

<https://www.themuse.com/advice/taking-constructive-criticism-like-a-champ>



#### **Books:**

[Thanks For the Feedback: The Science and Art of Receiving Feedback Well; Douglas Stone and Sheila Heen](#)

[Maximize Your Potential: Grow Your Expertise, Take Bold Risks & Build an Incredible Career; 99U](#)

[How We Learn: The Surprising Truth About When, Where, and Why It Happens; Benedict Carey](#)

[Make it Stick: The Science of Successful Learning; Peter C. Brown](#)



#### **E-Books:**

[“Life Cycle of High-Potential Employees: Drive Leadership Through A Culture of Continuous Learning”](#)

<https://elearningindustry.com/free-ebooks/high-potential-leadership-development-through-continuous-learning-culture>

[“The Empowered Learner”](#)

<https://elearningindustry.com/free-ebooks/the-empowered-learner>

[“Blended Learning: A Proven Approach to Learning Development”](#)

<https://elearningindustry.com/free-ebooks/blended-learning-development-proven-approach>

## Adaptability 2

*Maintaining effectiveness when experiencing major changes in work responsibilities or environment (e.g., people, processes, structure, or culture); adjusting effectively to change by exploring the benefits, trying new approaches, and collaborating with others to make the change successful.*

### Key Actions

- **Tries to understand changes**—Actively seeks information (from coworkers, leaders, customers, competition, technologies, and regulations) to understand the rationale and implications for changes.
- **Approaches change with a positive mind-set**—Treats new situations as opportunities for learning or growth; actively seeks to identify and communicate the benefits of changes; collaborates with others to implement changes.
- **Adjusts behavior**—Quickly modifies daily behavior and tries new approaches to deal effectively with changes; does not persist with ineffective methods; leverages available resources to ease transition.

### Learning Resources

#### Articles:

[“Employee Burnout: The Biggest Myth”](https://www.gallup.com/workplace/288539/employee-burnout-biggest-myth.aspx)

<https://www.gallup.com/workplace/288539/employee-burnout-biggest-myth.aspx>

[“How to Get Better at Dealing with Change”](https://hbr.org/2016/09/how-to-get-better-at-dealing-with-change)

<https://hbr.org/2016/09/how-to-get-better-at-dealing-with-change>

[“How To Cope With Change In The Workplace”](https://www.forbes.com/sites/carolinecastrillon/2020/02/26/how-to-cope-with-change-in-the-workplace/#61327974d207)

<https://www.forbes.com/sites/carolinecastrillon/2020/02/26/how-to-cope-with-change-in-the-workplace/#61327974d207>

[“10 Tips For Handling Change in The Workplace”](https://www.quickbase.com/blog/10-tips-for-handling-change-in-the-workplace)

<https://www.quickbase.com/blog/10-tips-for-handling-change-in-the-workplace>

[“The Agile Leader”](https://www.mindtools.com/pages/article/newLDR_49.htm)

[https://www.mindtools.com/pages/article/newLDR\\_49.htm](https://www.mindtools.com/pages/article/newLDR_49.htm)

#### Videos:

[“My Prescription For Dealing With Change | Dr. Raymond Mis | TEDxProvidence”](https://www.youtube.com/watch?v=LeoLWuOSGEU)

<https://www.youtube.com/watch?v=LeoLWuOSGEU>

[“What Are You Willing to Give up to Change The Way we Work?”](https://www.ted.com/talks/martin_danoesastro_what_are_you_willing_to_give_up_to_change_the_way_we_work)

[https://www.ted.com/talks/martin\\_danoesastro\\_what\\_are\\_you\\_willing\\_to\\_give\\_up\\_to\\_change\\_the\\_way\\_we\\_work](https://www.ted.com/talks/martin_danoesastro_what_are_you_willing_to_give_up_to_change_the_way_we_work)

"5 Ways to Lead in an Era of Constant Change"

[https://www.ted.com/talks/jim\\_hemerling\\_5\\_ways\\_to\\_lead\\_in\\_an\\_era\\_of\\_constant\\_change](https://www.ted.com/talks/jim_hemerling_5_ways_to_lead_in_an_era_of_constant_change)

"Coping With Uncertainty by Emerald Works"

<https://www.youtube.com/watch?v=A4ME2bR6vCQ&feature=youtu.be>



**Webinars:**

"Leadership Agility in Times of Change and Crisis"

<https://www.ccl.org/webinars/leadership-agility-in-times-of-change/>

"Leading Through Change"

<https://www.ccl.org/webinars/leading-through-change/>

"Developing Personal Accountability"

<http://training.ucptechcentral.org/supervisors/resources/>



**Books:**

[What Got You Here Won't Get You There: How Successful People Become Even More Successful; Marshall Goldsmith](#)

[Try Different, Not Harder; Karl Schoemer](#)

[Leapfrogging the Competition, Mac Anderson and John J. Murphy](#)



**E-Books:**

"Leading From Within: Building Organizational Leadership Capacity"

[https://www.iedconline.org/clientuploads/Downloads/edrp/Leading\\_from\\_Within.pdf](https://www.iedconline.org/clientuploads/Downloads/edrp/Leading_from_Within.pdf)





## Adaptable <sup>2</sup>

*Open-minded and versatile when working with supervisors, team members, and others. Proactively and creatively maximizes limited resources to maintain quality services. Consistently seeks innovative ways to accomplish goals of customers and/or service participants in an effective and efficient manner.*

### Key Actions

- **Tries to understand changes**—Actively seeks information (from coworkers, leaders, customers, competition, technologies, and regulations) to understand the rationale and implications for changes.
- **Approaches change with a positive mind-set**—Treats new situations as opportunities for learning or growth; actively seeks to identify and communicate the benefits of changes; collaborates with others to implement changes.
- **Adjusts behavior**—Quickly modifies daily behavior and tries new approaches to deal effectively with changes; does not persist with ineffective methods; leverages available resources to ease transition.

### Learning Resources



#### Webinars:

[“Managing Interruptions”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“How Leaders Can Build Organizational Resilience to Thrive in Uncertain Times”](https://www.ccl.org/webinars/how-leaders-can-build-organizational-resilience/)

<https://www.ccl.org/webinars/how-leaders-can-build-organizational-resilience/>

[“U of M Webinar: Managing Change and Stress in Unpredictable Times”](https://www.youtube.com/watch?v=R9gxJppN5WI)

<https://www.youtube.com/watch?v=R9gxJppN5WI>

[“What We Know About People and Change”](https://www.prosci.com/resources/webinars/what-we-know-about-people-and-change)

<https://www.prosci.com/resources/webinars/what-we-know-about-people-and-change>



#### Videos:

[“Change Your Mindset, Change The Game | Dr. Alia Crum | TEDx TraverseCity”](https://www.youtube.com/watch?v=0tqq66zwa7g)

<https://www.youtube.com/watch?v=0tqq66zwa7g>

[“How to Adapt to Change in the Workplace”](https://www.youtube.com/watch?v=G5TSfiHtXsM)

<https://www.youtube.com/watch?v=G5TSfiHtXsM>

[“Workplace Environment \(How to Adapt to a New One\)”](https://www.youtube.com/watch?v=UYfjBS2k3v8)

<https://www.youtube.com/watch?v=UYfjBS2k3v8>

[“Six Keys to Leading Positive Change: Rosabeth Moss Kanter at TEDxBeaconStreet”](#)

<https://www.youtube.com/watch?v=owU5aTNPJbs>

[“TEDxPerth- Jason Clarke- Embracing Change”](#)

<https://www.youtube.com/watch?v=vPhM8lxibSU>

[“How Changing Your Mindset Can Help You Embrace Change | Manu Shahi | TEDx FlowerMound”](#)

<https://www.youtube.com/watch?v=S9r6h6Cda7M>

#### **Articles:**

[“5 Tips for Managing Change in The Workplace”](#)

<https://online.hbs.edu/blog/post/managing-change-in-the-workplace>

[“Positive Thinking in the Workplace: Benefits and Tips”](#)

<https://www.indeed.com/career-advice/career-development/positive-thinking-in-your-career>

[“10 Ways to Have a More Positive Attitude at Work”](#)

<https://www.indeed.com/career-advice/career-development/positive-attitude-at-work>

[“Adaptability in The Workplace: Benefits and Importance”](#)

<https://www.indeed.com/career-advice/career-development/adaptability-in-the-workplace>

[“4 Steps to Change Your Behavior For Good”](#)

<https://www.forbes.com/sites/work-in-progress/2018/07/19/4-steps-to-change-your-behavior-for-good/#54c872eb1206>



#### **Books:**

[Drive: The Surprising Truth about What Motivates Us; Daniel H. Pink](#)

[What Got You Here Won't Get You There: How Successful People Become Even More Successful; Marshall Goldsmith](#)

[Switch: How to Change Things When Change is Hard; Chip Heath](#)

[The Power of Habit: Why We Do What We Do in Life and Business; Charles Duhigg](#)

[Adaptability: The Art of Winning in an Age of Uncertainty; Max McKeown](#)



#### **E-Books:**

[“Change Management in Practice- 5 Keys to Success”](#)

[https://free-management-ebooks.tradepub.com/free/w\\_aaaa9515/](https://free-management-ebooks.tradepub.com/free/w_aaaa9515/)

[“Transitions”](#)

[https://www.kobo.com/us/en/ebook/transitions-66?utm\\_campaign=shopping\\_feed\\_us\\_en&utm\\_source=walmartybrid&utm\\_medium=cpc](https://www.kobo.com/us/en/ebook/transitions-66?utm_campaign=shopping_feed_us_en&utm_source=walmartybrid&utm_medium=cpc)

# Aligning Performance for Success 5

*Focusing and managing individual performance by helping others set performance goals and then, tracking results and evaluating performance effectiveness.*

## Key Actions

- **Sets performance goals**—Sets specific, measurable, and realistic performance goals that align with broader work group and organizational priorities; identifies measures for evaluating goal achievement.
- **Establishes approach**—Identifies the behaviors, knowledge, and skills required to achieve goals; identifies critical areas for focus and evaluation.
- **Involves others**—Emphasizes shared responsibility for managing performance by helping direct reports set goals, establish an approach, identify learning opportunities, and track performance progress; engages others in finding ways to achieve difficult expectations and improve results.
- **Creates a learning environment**—Ensures that support is available to help the individual reach goals; builds other's sense of task ownership and confidence by offering to help generate ideas, make decisions, obtain resources, and overcome barriers.
- **Tracks performance**—Implements a system to track performance against goals and the acquisition and use of appropriate behaviors, knowledge, and skills.
- **Evaluates performance**—Holds regular formal discussions with each direct report to discuss progress toward goals and review performance results; evaluates each goal, behavior, knowledge, and skill area by sharing relevant data and examples.
- **Builds rapport**—Maintains self-esteem when providing performance feedback by acknowledging contributions and improvements and by focusing on the facts, not personal characteristics.

## Learning Resources

### Webinars:

"Great Leaders Are Learners: Identifying & Developing Learning Agility in Your Leaders"

<https://www.ccl.org/webinars/great-leaders-are-great-learners-identifying-and-developing-learning-agility-in-your-leaders/>

"3 Performance Conversation Skills All Leaders Need to Master"

<https://resources.kenblanchard.com/webinar-archive/3-performance-conversation-skills-leaders-need-to-master>

"Building Rapport In Coaching"

<http://training.ucptechcentral.org/supervisors/resources/>

## Videos:

"How to Build Rapport | Tony Robbins"

<https://www.youtube.com/watch?v=-9uHBEGpJm4>

"How to Use Other's Feedback to Learn and Grow | Sheila Heen | TEDx AmoskeagMillyardWomen"

[https://www.youtube.com/watch?v=FQNbaKkYk\\_Q](https://www.youtube.com/watch?v=FQNbaKkYk_Q)

"How to Apply What You Learn"

<https://www.youtube.com/watch?v=nI5NmyTtyu4>

"12. Go Above and Beyond"

<https://www.youtube.com/watch?v=iQA-RbFn890>

## Articles:

"When to Take Initiative at Work, and When Not To"

<https://hbr.org/2019/08/when-to-take-initiative-at-work-and-when-not-to>

"20 Ways to Build Rapport"

<https://www.indeed.com/career-advice/career-development/what-is-rapport>

"Becoming a Great Mentor"

<https://www.apa.org/monitor/2019/01/cover-mentor>

"5 Strategies to Improve Work Performance"

<https://learn.uvm.edu/news/5-strategies-to-improve-work-performance/>

## Books:

[Getting Things Done: The Art of Stress-Free Productivity, David Allen](#)

[Accountability: Taking Ownership of Your Responsibility, Henry Browning](#)

[The Everything? Coaching and Mentoring Book: How to Increase Productivity, Foster Talent, and Encourage Success; Nicholas Nigro](#)

[Dare to Lead: Brave Work. Tough Conversations. Whole Hearts. ; Brené Brown](#)

## E-Books:

"Coaching for Performance: Growing People, Performance, and Purpose"

<https://archive.org/details/coachingforperfo0000whit>

"A Manager's Guide to Improving Workplace Performance"

<https://archive.org/details/managersguidetoi0000chev>

## Applied Learning 2

*Assimilating and applying new job-related information in a timely manner.*

### Key Actions

- **Actively participates in learning activities**—Takes part in needed learning activities in a way that makes the most of the learning experience (e.g., takes notes, asks questions, does required tasks).
- **Quickly gains knowledge, understanding, or skill**—Readily absorbs and comprehends new information and develops skills from formal and informal learning experiences.
- **Applies knowledge or skill**—Puts new knowledge, understanding, or skill to practical use on the job; furthers learning through practice and ongoing feedback.

### Learning Resources



#### Webinars:

[“Do the Hard Things – A Guide to Establishing Stretch Goals”](https://zengerfolkman.com/webinars/do-the-hard-things-a-guide-to-establishing-stretch-goals/)

<https://zengerfolkman.com/webinars/do-the-hard-things-a-guide-to-establishing-stretch-goals/>

[“3 Keys to Creating Learning Journeys That Work”](https://resources.kenblanchard.com/webinar-archive/3-keys-to-creating-learning-journeys-that-work)

<https://resources.kenblanchard.com/webinar-archive/3-keys-to-creating-learning-journeys-that-work>

[“Prioritization”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Motivation to Sustain Development Momentum”](https://vimeo.com/256997535)

<https://vimeo.com/256997535>



#### Videos:

[“TEDx Macatawa- Graham Peaslee- Apply Your Knowledge”](https://www.youtube.com/watch?v=xEHuGO0ksr0)

<https://www.youtube.com/watch?v=xEHuGO0ksr0>

[“How to Apply What You Learn”](https://www.youtube.com/watch?v=nl5NmyTtyu4)

<https://www.youtube.com/watch?v=nl5NmyTtyu4>

[“Techniques to Enhance Learning and Memory | Nancy D. Chiaravalloti | TEDx Herndon”](https://www.youtube.com/watch?v=JbLAGpQ9RXg)

<https://www.youtube.com/watch?v=JbLAGpQ9RXg>

[“How to Actually Apply What You Learn”](https://www.youtube.com/watch?v=79CpEJM0awg)

<https://www.youtube.com/watch?v=79CpEJM0awg>

"Note-Taking in a Professional Setting"

<https://www.youtube.com/watch?v=Ocxpp1FuP6U>



**Articles:**

"5 Simple Rule to Make Your Knowledge and Skills Visible at Workplace"

<https://www.linkedin.com/pulse/20140610153654-35017466-5-simple-rules-to-make-your-knowledge-and-skills-visible-at-workplace>

"The Most Important Thing You're Not Doing at Work (and How to Get Started)"

<https://www.themuse.com/advice/the-most-important-thing-youre-not-doing-at-work-and-how-to-get-started>

"The Surprising Power of Questions"

<https://hbr.org/2018/05/the-surprising-power-of-questions>

"The 5 Best Strategies for Learning on The Job"

<https://www.inc.com/aaron-ohearn/the-five-best-strategies-for-learning-on-the-job.html>

"6 Important Job Skills You Can Learn at Work (And How to Learn Them)"

<https://www.indeed.com/career-advice/career-development/learn-job-skills>



**Books:**

[Personal Development for Smart People: The Conscious Pursuit of Personal Growth, Steve Pavlina](#)

[Thanks for the Feedback: The Science and Art of Receiving Feedback Well, Douglas Stone](#)

[The Leader's Guide to Mindfulness: How to Use Soft Skills to Get Hard Results, Audrey Tang](#)

[The Coaching Manager: Developing Top Talent in Business, James M. Hunt, Joseph R. Weintraub](#)



**E-Books:**

"Get Out of Your Own Way: Overcoming Self-Defeating Behavior"

[https://play.google.com/store/books/details?id=1IBRODEFd40C&gl=us&hl=en-US&source=productsearch&utm\\_source=HA\\_Desktop\\_US&utm\\_medium=SEM&utm\\_campaign=PLA&pcampaignid=MKT-FDR-na-us-1000189-Med-pla-bk-Evergreen-Jul1520-PLA-eBooks\\_Self\\_Help&gclid=EAlaIqobChMIwqK3xl-j7AIVWcDICh1okAhfEAYYASABEgIHLPD\\_BwE&gclsrc=aw.ds](https://play.google.com/store/books/details?id=1IBRODEFd40C&gl=us&hl=en-US&source=productsearch&utm_source=HA_Desktop_US&utm_medium=SEM&utm_campaign=PLA&pcampaignid=MKT-FDR-na-us-1000189-Med-pla-bk-Evergreen-Jul1520-PLA-eBooks_Self_Help&gclid=EAlaIqobChMIwqK3xl-j7AIVWcDICh1okAhfEAYYASABEgIHLPD_BwE&gclsrc=aw.ds)

"Over the Edge- How to Break Out of the Comfort Zone"

[https://free-management-ebooks.tradepub.com/free/w\\_goal03/](https://free-management-ebooks.tradepub.com/free/w_goal03/)

## Authenticity 2

*Gaining other people's trust by demonstrating openness and honesty, behaving consistently, and acting in accordance with moral, ethical, professional, and organizational guidelines.*

### Key Actions

- **Openly discloses**—Shares information about oneself with others, acknowledging strengths as well as vulnerabilities; declares firm principles, values, motives, and intentions; represents information accurately and completely.
- **Stays true to self**—Acts in accordance with one's own values, standards, and beliefs even when under pressure; ensures that words and actions are consistent across situations.
- **Acts with integrity**—Adheres to moral, ethical, and professional standards, regulations, and organizational policies; keeps commitments to promised actions.

### Learning Resources

#### Webinars:

"Humility"

<http://training.ucptechcentral.org/supervisors/resources/>

"Avoiding Unconscious Bias at Work"

<http://training.ucptechcentral.org/supervisors/resources/>

"Empathy"

<http://training.ucptechcentral.org/supervisors/resources/>

#### Videos:

"Workplace Trust and Transparency | Ben Hempstead | TEDx SnolsleLibraries"

<https://www.youtube.com/watch?v=r540VOIVufc>

"Building Trust | James Davis | TEDxUSU"

<https://www.youtube.com/watch?v=s9FBK4eprmA>

"Team Tip 1- How to Build Workplace Relationships That Create Trust and Improve Team Effectiveness"

[https://www.youtube.com/watch?v=EwU\\_iMFyJpQ](https://www.youtube.com/watch?v=EwU_iMFyJpQ)

"Acting With Integrity"

<https://www.youtube.com/watch?v=VSftKgH7nsA>

## **Articles:**

"How to be more authentic at work"

[https://greatergood.berkeley.edu/article/item/how\\_to\\_be\\_more\\_authentic\\_at\\_work](https://greatergood.berkeley.edu/article/item/how_to_be_more_authentic_at_work)

"Self-Awareness and the Effective Leader"

<https://www.inc.com/resources/leadership/articles/20071001/musselwhite.html>

"What it really means to Be True to Yourself!"

<https://itsnlp.com/what-it-really-means-to-be-true-to-yourself/>

"How to Build Trust at Work"

<https://www.monster.com/career-advice/article/6-steps-to-building-trust-in-the-workplace-hot-jobs>

"Integrity: Definition and Examples"

<https://www.indeed.com/career-advice/career-development/integrity-at-work>

"The Power of Self Awareness & Empathy in Leadership"

<https://www.forbes.com/sites/forbesbusinessdevelopmentcouncil/2023/09/29/the-power-of-self-awareness-and-empathy-in-leadership/?sh=34cc4f024aaa>

## **Books:**

[Building Trust: How to Get It! How to Keep It! , Hyler Bracey](#)

[Trust and Betrayal in the Workplace: Building Effective Relationships in Your Organization, Dennis Reina and Michelle Reina](#)

[Aligned: Connecting Your True Self with the Leader You're Meant to Be, Hortense le Gentil](#)

[QBQ! The Question Behind the Question: Practicing Personal Accountability at Work and in Life, John G. Miller](#)

## **E-Books:**

"The Influence Factor- The Journey to Discovering Your Influential Voice"

[The Influence Factor, The Journey to Discovering Your Influential Voice: Ann M. Evanston: 9781935157281: Amazon.com: Books](#)

"Developing Emotional Intelligence"

[https://free-management-ebooks.tradepub.com/free/w\\_frec124/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_frec124/prgm.cgi?a=1)

"Decent People, Decent Company: How to Lead With Character at Work and in Life"

<https://archive.org/details/decentpeopledece0000turk>



## Becoming a Business Advisor <sup>3</sup>

*Adding customer equity by creating valued business partnerships with customers; proactively identifying business opportunities for the customer; conveying a firm understanding of the customer's business and political drivers.*

### Key Actions

- **Positions self as a business partner**—Communicates from a perspective that demonstrates long-term mutual commitment to business success.
- **Demonstrates business acumen**—Displays clear understanding of customer's current business situation, including revenue growth and other business strategies, financial goals, processes, marketplace, and competitive conditions; talks knowledgeably about the customer's industry.
- **Shares value-added insight**—Offers compelling insights by anticipating the positive or negative impact of emerging trends on the customer's business results; asks provocative questions and shares convincing rationale to help the customer think critically about current strategies; helps customer discover unrecognized problems and opportunities, and the consequences of not acting.
- **Navigates organizational politics**—Displays understanding of and sensitivity to the customer's complex organizational realities and relationships to accomplish goals; positions ideas and actions to maneuver through politicized issues; addresses the concerns of all relevant parties; deals effectively with people at various levels in customer organizations.

### Learning Resources

#### Webinars:

"Lafley and Martin's Five-Step Strategy Model"

<http://training.ucptechcentral.org/supervisors/resources/>

"How to Communicate Organization Uncertainty"

<http://training.ucptechcentral.org/supervisors/resources/>

"Jain and Sharma's BADIR™ Framework"

<http://training.ucptechcentral.org/supervisors/resources/>

"The Blake Mouton Managerial Grid"

<http://training.ucptechcentral.org/supervisors/resources/>

#### Videos:

"9 Advanced Sales Techniques For Business Professionals"

<https://www.youtube.com/watch?v=FdFouGzVvjs>

"Managing Customer Expectations: Do Not Over Promise and Under Deliver"

[https://www.youtube.com/watch?v=D0IrdFD\\_CaU](https://www.youtube.com/watch?v=D0IrdFD_CaU)

"5 Important Leadership Core Values"

<https://www.youtube.com/watch?v=QjpWIMLiZak>

"15 How Can We Identify Opportunities"

<https://www.youtube.com/watch?v=LNSEQjRx9E>

 **Articles:**

"Core Leadership Values"

<https://masonleads.gmu.edu/about-us/core-leadership-values/>

"How to Increase Your Influence at Work"

<https://hbr.org/2018/02/how-to-increase-your-influence-at-work>

"An Admin's Guide to Better Business Acumen"

<https://www.allthingsadmin.com/better-business-acumen/>

"The Best Way to Understand Your Customers"

<https://hbr.org/2009/03/the-best-way-to-understand-you>

 **Books:**

[Customer Loyalty: How to Earn It, How to Keep It; Jill Griffin](#)

[Seeing the Big Picture: Business Acumen to Build Your Credibility, Career, and Company; Kevin Cope](#)

[Influencer: The Power to Change Anything; Kerry Patterson, Joseph Grenny, David Maxfield, Ron McMillan, and Al Switzler](#)

[From Values to Action: The Four Principles of Values-Based Leadership](#)

 **E-Books:**

"Leadership Values and Values Based Leadership: What is the Main Focus?"

[https://www.researchgate.net/publication/331659641\\_Leadership\\_Values\\_and\\_Values\\_Based\\_Leadership\\_What\\_is\\_the\\_Main\\_Focus](https://www.researchgate.net/publication/331659641_Leadership_Values_and_Values_Based_Leadership_What_is_the_Main_Focus)

"6 Key Decision Making Techniques"

[https://free-management-ebooks.tradepub.com/free/w\\_frec67/](https://free-management-ebooks.tradepub.com/free/w_frec67/)

"Post Pandemic Customer Engagement"

[https://free-management-ebooks.tradepub.com/free/w\\_noji21/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_noji21/prgm.cgi?a=1)

## Broadening Business Value <sup>4</sup>

*Exploring customers' underlying issues and needs that suggest broader solutions; maximizing the productiveness of service interactions by building on customer cues to gain commitment to products, services, and solutions; articulating and promoting a path forward.*

### Key Actions

- **Explores expansion opportunities**—Suggests alternative ways of thinking; where appropriate, explores expanding the service opportunity to larger solutions; suggests actions that will open doors to broader opportunities.
- **Develops influence strategy**—Prepares an influence strategy to address strategic needs and explicit and implicit requirements of key decision makers; adapts influence strategy based on customer cues; uses business as well as emotional rationale to influence decisions and effectively handle customer objections.
- **Advances the sale**—Builds agreement on outcomes and actions to advance the business expansion opportunity; suggests meetings with others who can influence decisions; persists in requesting the desired outcome, as appropriate; summarizes agreed-upon actions.

### Learning Resources



#### Webinars:

"Lafley and Martin's Five-Step Strategy Model"

<http://training.ucptechcentral.org/supervisors/resources/>

"How to Communicate Organization Uncertainty"

<http://training.ucptechcentral.org/supervisors/resources/>

"Jain and Sharma's BADIR™ Framework"

<http://training.ucptechcentral.org/supervisors/resources/>

"The Blake Mouton Managerial Grid"

<http://training.ucptechcentral.org/supervisors/resources/>

"How to Embrace the Key Leadership Skills That Will Make You & Your Organization Future-Ready"

<https://www.ccl.org/webinars/embrace-key-leadership-skills-that-will-make-you-future-ready/>



#### Videos:

"How to Think Differently (Powerful Ways to Thinking Differently!)"

<https://www.youtube.com/watch?v=J9dOANJYmPA>

"Doing Things Differently | Nick Speakman | TEDx AstonUniversity"

<https://www.youtube.com/watch?v=aFdEP5mUbKg>

"TEDxWarwick- Steve Martin- Influence at Work: Proven Science for Business Success"

<https://www.youtube.com/watch?v=iv0Vzr88xZo>

"How to Develop Influence at Work"

<https://www.youtube.com/watch?v=5yrF4mPtkeE>

"9 Advanced Sales Techniques For Business Professionals"

<https://www.youtube.com/watch?v=FdFouGzVvjs>



**Articles:**

"How to Become More Business-Minded"

<https://smallbusiness.chron.com/become-businessminded-23904.html>

"How to See The Big Picture, Without Losing Sight of The Details"

<https://chiefexecutive.net/how-to-see-the-big-picture-without-losing-sight-of-the-details/>

"An Admin's Guide to Better Business Acumen"

<https://www.allthingsadmin.com/better-business-acumen/>

"5 Ways to Know What Your Customers Want Before They Do"

<https://www.inc.com/paul-schoemaker/5-ways-to-know-what-your-customer-wants.html>

"How to Increase Your Influence at Work"

<https://hbr.org/2018/02/how-to-increase-your-influence-at-work>



**Books:**

[Influencer: The Power to Change Anything; Kerry Patterson, Joseph Grenny, David Maxfield, Ron McMillan, and Al Switzler](#)

[Financial Intelligence: A Manager's Guide to Knowing What the Numbers Really Mean; Karen Berman, Joe Knight, and John Case](#)

[Seeing the Big Picture: Business Acumen to Build Your Credibility, Career, and Company; Kevin Cope](#)

[Thinking, Fast and Slow; Daniel Kahneman](#)



**E-Books:**

"Top 9 Ways to Increase Customer Loyalty"

[https://free-management-ebooks.tradepub.com/free/w\\_aaaa8621/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_aaaa8621/prgm.cgi?a=1)

"6 Key Decision Making Techniques"

[https://free-management-ebooks.tradepub.com/free/w\\_frec67/](https://free-management-ebooks.tradepub.com/free/w_frec67/)

"Effective Group Decision Making"

[https://free-management-ebooks.tradepub.com/free/w\\_frec71/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_frec71/prgm.cgi?a=1)

# Building a Successful Team <sup>5</sup> (Guiding Team Success)

*Using appropriate methods and a flexible interpersonal style to build, motivate, and guide a cohesive team to complete team goals.*

## Key Actions

- **Develops direction**—Ensures that the purpose and importance of the team are clarified (e.g., team has a clear charter or mission statement); guides the team in setting specific and measurable short- and long-term goals.
- **Develops structure**—Helps to clarify roles and responsibilities of team members; ensures that necessary steering, review, and support functions are in place.
- **Supports the team**—Builds others' sense of task ownership and self-confidence by helping them generate ideas, make decisions, obtain resources, and overcome barriers; supports team decisions to upper management; celebrates team success.
- **Facilitates agreement**—Ensures that interactions have value by confirming agreements and specifying next steps, needed resources and support, and how to track progress.
- **Involves others**—Leverages others' skills and gains their support by asking for their ideas, opinions, and participation when solving problems, making decisions, and carrying out plans.
- **Informs team**—Shares important and relevant information with the team; reviews team results regularly and offers positive and developmental feedback.

## Learning Resources

### Webinars:

[“Encouraging Team Creativity”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“How to Communicate Organizational Uncertainty”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Lafley and Martin’s Five-Step Strategy Model”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“How to Be a Positive Leader”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

### Videos:

[“Secrets of Successful Teamwork: Insights From Google”](https://www.youtube.com/watch?v=hHlikHJV9fl)

<https://www.youtube.com/watch?v=hHlikHJV9fl>

[“Team Tip 1- How to Build Workplace Relationships That Create Trust and Improve Team Effectiveness”](https://www.youtube.com/watch?v=EwU_iMFyJpQ)

[https://www.youtube.com/watch?v=EwU\\_iMFyJpQ](https://www.youtube.com/watch?v=EwU_iMFyJpQ)

[“How to Create a High Performance Culture | Andrew Sillitoe | TEDx RoyalTunbridgeWells”](#)

<https://www.youtube.com/watch?v=BAdeFHIhKi4>

[“How to Turn Strangers Into a Team”](#)

[https://www.ted.com/talks/amy\\_edmondson\\_how\\_to\\_turn\\_a\\_group\\_of\\_strangers\\_into\\_a\\_team?language=en](https://www.ted.com/talks/amy_edmondson_how_to_turn_a_group_of_strangers_into_a_team?language=en)

### **Articles:**

[“How to Develop Effective Work Relationships”](#)

<https://www.thebalancecareers.com/developing-effective-work-relationships-1919386>

[“How to Build Good Working Relationships”](#)

<https://www.indeed.com/career-advice/starting-new-job/how-to-build-good-working-relationships>

[“Collaboration Is a Team Sport, and You Need to Warm Up”](#)

<https://hbr.org/2011/05/collaboration-is-a-team-sport>

[“How to Be a Great Team Player: Maximizing Your Contribution”](#)

[https://www.mindtools.com/pages/article/newTMM\\_53.htm](https://www.mindtools.com/pages/article/newTMM_53.htm)



### **Books:**

[Overcoming the Five Dysfunctions of a Team: A Field Guide for Leaders, Managers, and Facilitators; Patrick Lencioni](#)

[Opening Doors to Teamwork and Collaboration: 4 Keys That Change Everything; Judith H. Katz and Fredrick A. Miller](#)

[Building Effective Teams \(Leading From the Center\); Duke Corporate Education](#)

[Group Genius: The Creative Power of Collaboration; Keith Sawyer](#)



### **E-Books:**

[“Teamwork Reimagined: The Modern Business’ Guide for Creating Better Work Relationships and Experiences”](#)

[https://free-management-ebooks.tradepub.com/free/w\\_aaaa6835/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_aaaa6835/prgm.cgi?a=1)

[“Why Teams Underperform- Developing Your Leadership Skills”](#)

[https://free-management-ebooks.tradepub.com/free/w\\_frec10/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_frec10/prgm.cgi?a=1)

[“Team Building- Developing Your Leadership Skills”](#)

[https://free-management-ebooks.tradepub.com/free/w\\_frec09/](https://free-management-ebooks.tradepub.com/free/w_frec09/)

## Building Customer Loyalty <sup>5</sup>

*Meeting and exceeding (internal or external) customer expectations while cultivating relationships that secure commitment and trust.*

### Key Actions

- **Enhances the customer's self-esteem**—Demonstrates value and respect for customers by giving the customer full attention and emphasizing the importance of customer satisfaction.
- **Clarifies the customer situation**—Asks questions to determine the customer's needs; listens carefully; shares information and rationale about the situation; summarizes to check understanding.
- **Involves the customer**—Asks for the customer's opinions and ideas and listens actively to gain their support when clarifying expectations, agreeing on a solution, and checking for satisfaction.
- **Takes the "HEAT"**—Handles dissatisfied customers by hearing the customer out, empathizing with the customer's situation and associated feelings, apologizing (without accepting blame), and taking responsibility for action.
- **Meets or exceeds needs**—Acts promptly in routine situations; agrees on a clear course of action in non-routine situations; takes opportunities to exceed expectations without making unrealistic commitments.
- **Confirms satisfaction**—Asks questions to check for customer satisfaction; commits to follow-through, if appropriate; thanks customer.

### Learning Resources



#### Webinars:

"Innovative Ways to Add Value and Win Long-Term Customer Retention"

<https://www.cxnetwork.com/cx-experience/webinars/innovative-ways-add-customer-loyalty-long-term-retention?ty-ur>

"How to Customize Customer's Experience"

[https://www.qualtrics.com/events/sessions-customer-experience/session-3-customize-customer-experiences/?utm\\_lp=resource-card](https://www.qualtrics.com/events/sessions-customer-experience/session-3-customize-customer-experiences/?utm_lp=resource-card)

"5 Unexpected Steps to Improving Customer Experience"

<https://www.qualtrics.com/events/webinar-jeanne-bliss/>

"How to Handle Unhappy Customers"

<https://www.youtube.com/watch?v=yWT1VIZyfQc>

"Webinar Replay- 10 Ways to Exceed Your Customer's Expectations"

[https://www.youtube.com/watch?v=OrXTK-C\\_fY](https://www.youtube.com/watch?v=OrXTK-C_fY)

 **Videos:**

["Five Ways to Create Customer Loyalty- CX Lesson"](https://www.youtube.com/watch?v=XwcWJu5FYTI)

<https://www.youtube.com/watch?v=XwcWJu5FYTI>

["Dealing With Unhappy Customers"](https://www.youtube.com/watch?v=TqJ3GqR5Txg)

<https://www.youtube.com/watch?v=TqJ3GqR5Txg>

["How to Meet or Exceed Customer Expectations"](https://www.youtube.com/watch?v=k_c9SMHT4I)

[https://www.youtube.com/watch?v=k\\_c9SMHT4I](https://www.youtube.com/watch?v=k_c9SMHT4I)

["Managing Customer Expectations: Do Not Over Promise and Under Deliver"](https://www.youtube.com/watch?v=D0IrdFD_CaU)

[https://www.youtube.com/watch?v=D0IrdFD\\_CaU](https://www.youtube.com/watch?v=D0IrdFD_CaU)

 **Articles:**

["17 Ways to Deal With Unhappy Customers"](https://www.inc.com/young-entrepreneur-council/17-ways-to-deal-with-unhappy-customers.html)

<https://www.inc.com/young-entrepreneur-council/17-ways-to-deal-with-unhappy-customers.html>

["7 Ways to Exceed Customer Expectations"](https://www.31west.net/blog/7-ways-exceed-customer-expectations/)

<https://www.31west.net/blog/7-ways-exceed-customer-expectations/>

["Listening to Customers Yields Success"](https://www.forbes.com/sites/alanhall/2013/05/17/listening-to-customers-yields-success/#68a33ee97014)

<https://www.forbes.com/sites/alanhall/2013/05/17/listening-to-customers-yields-success/#68a33ee97014>

["The Best Way to Understand Your Customers"](https://hbr.org/2009/03/the-best-way-to-understand-you)

<https://hbr.org/2009/03/the-best-way-to-understand-you>

 **Books:**

[Delight Your Customers: 7 Simple Ways to Raise Your Customer Service from Ordinary to Extraordinary;](#)  
[Steve Curtin](#)

[A Complaint is a Gift: Using Customer Feedback as a Strategic Tool;](#)  
[Janelle Barlow](#)

[What Customers Crave: How to Create Relevant and Memorable Experiences at Every Touchpoint;](#)  
[Nicholas Webb](#)

[Customer Loyalty: How to Earn It, How to Keep It;](#)  
[Jill Griffin](#)

 **E-Books:**

["Your Customer Engagement Handbook"](https://www.higherlogic.com/lp/the-customer-engagement-playbook/)

<https://www.higherlogic.com/lp/the-customer-engagement-playbook/>

["The ultimate guide to improving customer loyalty"](https://www.qualtrics.com/ebooks-guides/improve-customer-loyalty/)

<https://www.qualtrics.com/ebooks-guides/improve-customer-loyalty/>



## Building Customer Relationships 5

*Ensuring that the customer's (internal or external) needs are met; building productive relationships with high priority customers; taking accountability for customer satisfaction and loyalty; using appropriate interpersonal techniques to prevent and resolve escalated customer complaints and regain customer confidence.*

### Key Actions

- **Seeks to clarify the customer's situation**—Proactively seeks information from sources within the organization and from the customer to understand the customer's account history, recent circumstances, problems, expectations, and needs; verifies understanding of the customer's priorities.
- **Educates the customer**—Proactively shares information, insights, and rationale about the situation to increase the customer's understanding and confidence in services and capabilities; guides customer expectations to prevent misunderstandings and dissatisfaction.
- **Involves the customer**—Asks customers for their feedback and ideas and listens actively to gain their support.
- **Meets or exceeds customer needs**—Quickly responds to customer needs; takes opportunities to exceed customer needs while avoiding over commitments; gains customer agreement to proposed solutions; keep customers informed about actions taken; confirms customer satisfaction.
- **Takes the "HEAT"**—Responds quickly to escalated customer complaints by hearing the customer out, empathizing with the customer's situation and feelings, apologizing (without accepting blame), and taking responsibility for resolving problems and concerns; leverages service recovery situations as opportunities to regain customer confidence.

### Learning Resources

#### Webinars:

"How to Handle Unhappy Customers"

<https://www.youtube.com/watch?v=yWT1VIZyfQc>

"Innovative Ways to Add Value and Win Long-Term Customer Retention"

<https://www.cxnetwork.com/cx-experience/webinars/innovative-ways-add-customer-loyalty-long-term-retention?ty-ur>

"How to Customize Customer's Experience"

[https://www.qualtrics.com/events/sessions-customer-experience/session-3-customize-customer-experiences/?utm\\_lp=resource-card](https://www.qualtrics.com/events/sessions-customer-experience/session-3-customize-customer-experiences/?utm_lp=resource-card)

"5 Unexpected Steps to Improving Customer Experience"

<https://www.qualtrics.com/events/webinar-jeanne-bliss/>

## Videos:

["Managing Customer Expectations: Do Not Over Promise and Under Deliver"](https://www.youtube.com/watch?v=D0IrdFD_CaU)

[https://www.youtube.com/watch?v=D0IrdFD\\_CaU](https://www.youtube.com/watch?v=D0IrdFD_CaU)

["Five Ways to Create Customer Loyalty- CX Lesson"](https://www.youtube.com/watch?v=XwcWJu5FYTI)

<https://www.youtube.com/watch?v=XwcWJu5FYTI>

["Dealing With Unhappy Customers"](https://www.youtube.com/watch?v=TqJ3GqR5Txg)

<https://www.youtube.com/watch?v=TqJ3GqR5Txg>

["How to Handle a Dissatisfied Customer: 10 Step Formula"](https://www.youtube.com/watch?v=ZTAieRMRfV4)

<https://www.youtube.com/watch?v=ZTAieRMRfV4>

## Articles:

["The Best Way to Understand Your Customers"](https://hbr.org/2009/03/the-best-way-to-understand-you)

<https://hbr.org/2009/03/the-best-way-to-understand-you>

["Dealing With Unhappy Customers"](https://www.mindtools.com/pages/article/unhappy-customers.htm)

<https://www.mindtools.com/pages/article/unhappy-customers.htm>

["7 Ways to Exceed Customer Expectations"](https://www.31west.net/blog/7-ways-exceed-customer-expectations/)

<https://www.31west.net/blog/7-ways-exceed-customer-expectations/>

["Listening to Customers Yields Success"](https://www.forbes.com/sites/alanhall/2013/05/17/listening-to-customers-yields-success/#68a33ee97014)

<https://www.forbes.com/sites/alanhall/2013/05/17/listening-to-customers-yields-success/#68a33ee97014>

## Books:

[Delight Your Customers: 7 Simple Ways to Raise Your Customer Service from Ordinary to Extraordinary; Steve Curtin](#)

[How Customers Think: Essential Insights Into the Mind of the Market; Gerald Zaltman](#)

[A Complaint is a Gift: Using Customer Feedback as a Strategic Tool; Janelle Barlow](#)

[What Customers Crave: How to Create Relevant and Memorable Experiences at Every Touchpoint; Nicholas Webb](#)

## E-Books:

["Your Customer Engagement Handbook"](https://www.higherlogic.com/lp/the-customer-engagement-playbook/)

<https://www.higherlogic.com/lp/the-customer-engagement-playbook/>

["The ultimate guide to improving customer loyalty"](https://www.qualtrics.com/ebooks-guides/improve-customer-loyalty/)

<https://www.qualtrics.com/ebooks-guides/improve-customer-loyalty/>

# Building Healthcare Talent 4

*Establishing systems and processes to attract, develop, engage, and retain talented employees; creating a work environment where people can realize their full potential, thus allowing the organization to meet current and future clinical and business challenges.*

## Key Actions

- **Determines talent gaps**—Determines the mix and level of talent required by the organization to support current and future clinical and business objectives; assesses the key strengths and skill gaps of the current talent pipeline.
- **Recruits strategically**—Attracts and recruits internal and external talent to ensure that the organization will be appropriately staffed to meet current and future clinical and business challenges.
- **Champions talent development**—Initiates strategies to develop internal talent while balancing that effort with external hiring; targets challenging developmental assignments that build individual confidence and organizational capability.
- **Promotes differential rewards**—Sets up recognition and reward systems appropriate to individual levels of performance.
- **Emphasizes retention**—Establishes systems to retain talented individuals; addresses employees' needs for career satisfaction (e.g., compensation, benefits, development opportunities, and work environment).

## Learning Resources



### Webinars:

["Talent Management Webinar: How to Attract, Retain and Develop the Best People"](https://www.youtube.com/watch?v=QXB1rjXVJOI)

<https://www.youtube.com/watch?v=QXB1rjXVJOI>

["How to Build a Data-Driven Recruiting & Retention Strategy-Talent Acquisition + Employee Retention"](https://www.youtube.com/watch?v=JZEknNIUjb4)

<https://www.youtube.com/watch?v=JZEknNIUjb4>

["Webinar: Motivating & Engaging Your Employees"](https://www.youtube.com/watch?v=ut5GwhXS2Bg)

<https://www.youtube.com/watch?v=ut5GwhXS2Bg>

["Talent Conversations: How You Can Engage and Develop Your Talent"](https://www.ccl.org/webinars/talent-conversations-how-you-can-engage-and-develop-your-talent/)

<https://www.ccl.org/webinars/talent-conversations-how-you-can-engage-and-develop-your-talent/>



### Videos:

["Building on Talent: \(Part 1\)- Creating Better Leadership For Healthcare"](https://www.youtube.com/watch?v=F5BopTi7_dc)

[https://www.youtube.com/watch?v=F5BopTi7\\_dc](https://www.youtube.com/watch?v=F5BopTi7_dc)

["3 Ways to Create a Work Culture That Brings Out The Best in Employees | Chris White"](https://www.youtube.com/watch?v=2y8SA6cLUys)

<https://www.youtube.com/watch?v=2y8SA6cLUys>

["How to Create a High Performance Culture | Andrew Sillitoe | TEDxRoyalTunbridgeWells"](https://www.youtube.com/watch?v=BAdeFHlhKi4)

<https://www.youtube.com/watch?v=BAdeFHlhKi4>

["Stop Managing, Start Leading | Hamza Khan| TEDx RyersonU"](https://www.youtube.com/watch?v=BAdeFHlhKi4)

[https://www.youtube.com/watch?v=d\\_HHnEROy\\_w](https://www.youtube.com/watch?v=d_HHnEROy_w)

 **Articles:**

"10 Ways to Attract and Retain Healthcare Talent"

<http://education.healthcaresource.com/10-ways-to-attract-and-retain-healthcare-talent/>

"How To: Sourcing Healthcare Workers"

<https://www.peoplescout.com/insights/how-to-sourcing-healthcare-workers/>

"Tips to Find and Hire More Top Healthcare Talent Today"

<https://www.indeed.com/lead/find-and-hire-more-top-healthcare-talent>

 **Books:**

[The Everything? Coaching and Mentoring Book: How to Increase Productivity, Foster Talent, and Encourage Success; Nicholas Nigro](#)

[Intrinsic Motivation at Work: Building Energy and Commitment; Kenneth W. Thomas](#)

[The Progress Principle; Steven Kramer and Teresa Amabile](#)

[The Coaching Manager: Developing Top Talent in Business, James M. Hunt, Joseph R. Weintraub](#)

 **E-Books:**

"Building High Performing Teams"

<https://focusu.com/download-building-high-performance-teams/>

"101 Ways to Motivate Employees"

[https://free-management-ebooks.tradepub.com/free/w\\_jamy01/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_jamy01/prgm.cgi?a=1)

"A Manager's Guide to Improving Workplace Performance"

<https://archive.org/details/managersguidetoi0000chev>

"5 Ways to Motivate Your Staff That Work in Real Life"

[https://free-management-ebooks.tradepub.com/free/w\\_resa08/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_resa08/prgm.cgi?a=1)

# Building Influential Partnerships 4

*Leveraging relationships with internal and external partners to persuade key stakeholders to take action that will address customers' needs and advance sales.*

## Key Actions

- **Seeks partnership opportunities**—Proactively builds long-term relationships with partners inside and outside the organization who can advance sales results and other shared goals of the organization, partners, key stakeholders, and customers.
- **Seeks to understand**—Asks questions to explore issues, needs, and goals of partners; checks for understanding.
- **Makes a compelling case**—Presents credible recommendations and rationale that are clearly linked to the needs of the business, customers, and partners.
- **Gains commitment**—Adjusts influence strategy based on stakeholders' perspectives; leverages own experience with customers to create win-win solutions and to convince others to take action; handles objections; asks for agreement.
- **Demonstrates interpersonal sensitivity**—Builds partnerships during the influence process by demonstrating sensitivity to others' needs, maintaining self-esteem, showing empathy, involving others, and offering support.

## Learning Resources



### Webinars:

["Webinar Wednesday Replay | Stages of Effective Partnership Development"](https://www.youtube.com/watch?v=lc0luRsSdfg)

<https://www.youtube.com/watch?v=lc0luRsSdfg>

["How to Best Leverage Strategic Business Partnerships. The Hague Convention Bureau Webinar"](https://www.youtube.com/watch?v=5ZLROAfc6M4)

<https://www.youtube.com/watch?v=5ZLROAfc6M4>

["Webinar: Building Effective Partnerships Through Networking & Collaboration"](https://www.youtube.com/watch?v=YsAY1kzrKK4)

<https://www.youtube.com/watch?v=YsAY1kzrKK4>

["NEHA BIA Webinar: Power of Partnerships"](https://www.youtube.com/watch?v=nuWj6w0n66g)

<https://www.youtube.com/watch?v=nuWj6w0n66g>



### Videos:

["Self-Awareness, Influence, and Partnerships | Anton Rabie | TEDxYouth@Toronto"](https://www.youtube.com/watch?v=4TTVgEX96Oc)

<https://www.youtube.com/watch?v=4TTVgEX96Oc>

["How to Make a Business Partnership Work"](https://www.youtube.com/watch?v=fG_NBTenn2s)

[https://www.youtube.com/watch?v=fG\\_NBTenn2s](https://www.youtube.com/watch?v=fG_NBTenn2s)

“5 Ways to Create Strategic Partnerships”

<https://www.youtube.com/watch?v=Ba9od2dcsDk>

“How to Choose the Right Business Partner”

<https://www.youtube.com/watch?v=RY0Bc-l1bAU>

 **Articles:**

“Building Effective and Fulfilling Business Partnerships”

<https://www.forbes.com/sites/ellevate/2018/03/08/building-effective-and-fulfilling-business-partnerships/?sh=868c36778c76>

“3 Tips for Creating Powerful Partnerships”

<https://www.entrepreneur.com/article/343976>

“Strategic Partnerships – Nano Tools for Leaders”

<https://executiveeducation.wharton.upenn.edu/thought-leadership/wharton-at-work/2012/02/strategic-partnerships/>

“4 Ways to Build a Successful Partnership”

<https://www.inc.com/rhett-power/4-ways-to-build-a-successful-partnership.html>



**Books:**

[Working Relationships: The Simple Truth About Getting Along With Friends and Foes at Work, Bob Wall](#)

[The Power of Partnership: Seven Relationships that Will Change Your Life; Ph.D, Riane Eisler](#)

[How to Build Successful Business Partnerships; Judy Weintraub](#)



**E-Books:**

“Teamwork Reimagined: The Modern Business’ Guide for Creating Better Work Relationships and Experiences”

[https://free-management-ebooks.tradepub.com/free/w\\_aaaa6835/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_aaaa6835/prgm.cgi?a=1)

“The Influence Factor- The Journey to Discovering Your Influential Voice”

[The Influence Factor, The Journey to Discovering Your Influential Voice: Ann M. Evanston: 9781935157281: Amazon.com: Books](#)

## Building Networks 3

*Taking action to establish and maintain connections with people outside one's formal work group, including those outside the organization (e.g., peers, cross-functional partners, and vendors), who are willing and able to provide the information, ideas, expertise, and/or influence needed to achieve work goals.*

### Key Actions

- **Identifies networking opportunities**—Creates a networking plan; determines the information or expertise needed from others and then scans the internal and external environment to identify those connections who can provide it.
- **Reaches out to expand contacts**—Initiates purposeful contact with those who have the knowledge and influence to advance work goals; focuses on contacts who share mutual interests.
- **Leverages network contacts**—Asks the most appropriate contacts for help.
- **Maintains network relationships**—Shares valuable information, resources, and experience with those who are able to reciprocate; follows up on relationships to keep them active.

### Learning Resources



#### Webinars:

["Networking 6 Ways to Make People Like You!"](https://www.youtube.com/watch?v=w0Le_gcpfEA)

[https://www.youtube.com/watch?v=w0Le\\_gcpfEA](https://www.youtube.com/watch?v=w0Le_gcpfEA)

["WEBINAR: Building Effective Partnerships Through Networking & Collaboration"](https://www.youtube.com/watch?v=YsAY1kzrKK4)

<https://www.youtube.com/watch?v=YsAY1kzrKK4>

["Webinar: Building Your Network- Tools to Find Allies, Partnerships. And Connect With Stakeholders"](https://www.youtube.com/watch?v=tLrpAMbOSYw&feature=emb_logo)

[https://www.youtube.com/watch?v=tLrpAMbOSYw&feature=emb\\_logo](https://www.youtube.com/watch?v=tLrpAMbOSYw&feature=emb_logo)

["WEBINAR: How to Build and Leverage Your Network for Career Success"](https://www.careercontessa.com/webinars/build-network-for-career-success-webinar/)

<https://www.careercontessa.com/webinars/build-network-for-career-success-webinar/>



#### Videos:

["An Introvert's Guide to Networking | Rick Turoczy | TEDxPortland"](https://www.youtube.com/watch?v=Cj98mr_wUA0)

[https://www.youtube.com/watch?v=Cj98mr\\_wUA0](https://www.youtube.com/watch?v=Cj98mr_wUA0)

["Building Networking: How to Build Professional Relationships"](https://www.youtube.com/watch?v=7p1dVbuq-7Y)

<https://www.youtube.com/watch?v=7p1dVbuq-7Y>

["10 Ways to Improve Your Networking Skills- How to Network With People Even If You're Shy!"](https://www.youtube.com/watch?v=E5xTbn6OnAA)

<https://www.youtube.com/watch?v=E5xTbn6OnAA>

["How to Network | Brian Tracy"](https://www.youtube.com/watch?v=qxv3NGsDEGw)

<https://www.youtube.com/watch?v=qxv3NGsDEGw>

 **Articles:**

"How to Network Like You Really Mean It"

<https://www.inc.com/minda-zetlin/8-things-power-networkers-do-make-connections.html>

"How to Network The Right Way: Eight Tips"

<https://www.forbes.com/sites/theyec/2014/07/28/how-to-network-the-right-way-eight-tips/?sh=7e4878b86d47>

"How to Network With Powerful People"

<https://hbr.org/2019/12/how-to-network-with-powerful-people>

"11 Tips to Help You Network Better!"

<https://www.kangan.edu.au/students/blog/successful-networking-tips>



**Books:**

[Never Eat Alone, Expand and Updated: And Other Secrets to Success, One Relationship at a Time; Keith Ferrazzi and Tahl Raz](#)

[The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change"; Stephen R. Covey](#)

[Networking is Not Working: Stop Collecting Business Cards and Start Making Meaningful Connections; Derek Coburn](#)

[How to Win Friends & Influence People; Dale Carnegie](#)



**E-Books:**

["Communication at Work: Strategies for Cultivating Relationships and Driving Business Results"](#)

[https://free-management-ebooks.tradepub.com/free/w\\_aaaa6756/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_aaaa6756/prgm.cgi?a=1)

["Communication Hacking-5 Actionable Keys for Cultivating Powerful Conversational Change"](#)

[https://free-management-ebooks.tradepub.com/free/w\\_kaia07/](https://free-management-ebooks.tradepub.com/free/w_kaia07/)



# Building Organizational Talent 4

*Establishing systems and processes to attract, develop, engage, and retain talented individuals; creating a work environment where people can realize their full potential, thus allowing the organization to meet current and future business challenges.*

## Key Actions

- **Determines talent gaps**—Determines the mix and level of talent required by the organization to support current and future objectives; assesses the key strengths and skill gaps of the current talent pipeline.
- **Recruits strategically**—Attracts and recruits internal and external talent to ensure that the organization will be appropriately staffed to meet current and future business challenges.
- **Champions talent development**—Initiates strategies to develop internal talent while balancing that effort with external hiring; targets challenging developmental assignments that build individual confidence and organizational capability.
- **Promotes differential rewards**—Sets up recognition and reward systems appropriate to individual levels of performance.
- **Emphasizes retention**—Establishes systems to retain talented individuals; addresses employees' needs for career satisfaction (e.g., compensation, benefits, development opportunities, and work environment).

## Learning Resources



### Webinars:

["Webinar: How to Develop a Talent Management Strategy"](https://www.youtube.com/watch?v=QOaTswyjArw)

<https://www.youtube.com/watch?v=QOaTswyjArw>

["4 Strategies to Enhance Your Talent Selection Process"](https://www.skillsurvey.com/resource/practical-strategies-for-candidate-selection-webinar/)

<https://www.skillsurvey.com/resource/practical-strategies-for-candidate-selection-webinar/>

["Webinar: What is the Secret to an Effective Talent Strategy?"](https://www.youtube.com/watch?v=1XrTGi5ff78)

<https://www.youtube.com/watch?v=1XrTGi5ff78>



### Videos:

["How to Hire and Select Top Employees"](https://www.youtube.com/watch?v=ngiRY-ZCZJs)

<https://www.youtube.com/watch?v=ngiRY-ZCZJs>

["Building a Talent Acquisition Strategy"](https://www.youtube.com/watch?v=yVt_Y6Dmdnk)

[https://www.youtube.com/watch?v=yVt\\_Y6Dmdnk](https://www.youtube.com/watch?v=yVt_Y6Dmdnk)

["Talent 5.0- Taking Recruitment Practices to a New Level | Stefanie Stanislawski | TEDx UniMannheim"](https://www.youtube.com/watch?v=DiaZsat2rwM)

<https://www.youtube.com/watch?v=DiaZsat2rwM>

 **Articles:**

"Get Savvy About Selecting Talent"

<https://www.forbes.com/sites/forbescoachescouncil/2017/10/12/get-savvy-about-selecting-talent/?sh=70d3e17a32cf>

"The 4 Keys to Developing Top Talent in Your Organization"

<https://www.eaglesflight.com/blog/the-4-keys-to-developing-top-talent-in-your-organization>

"How the Best Managers Identify and Develop Talent"

<https://www.eaglesflight.com/blog/the-4-keys-to-developing-top-talent-in-your-organization>

"5 Keys For Developing Talent in Your Organization"

<https://www.forbes.com/sites/drewhansen/2011/12/02/5-keys-developing-talent-in-your-organization/?sh=242293df29a8>



**Books:**

[The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing, and Promoting Your Best People; Lance A. Berger and Dorothy R. Berger](#)

[Building Tomorrow's Talent: A Practitioner's Guide to Talent Management and Succession Planning; Doris Sims, Matthew Gay, and Chris Morris](#)

[Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent' Marshall Goldsmith and Louis Carter](#)



**E-Books:**

"Discover What Your Front-Line Managers Need to Know About Hiring, Diversity, Inclusion, and EEOC Compliance"

[https://free-management-ebooks.tradepub.com/free/w\\_aaaa8228/](https://free-management-ebooks.tradepub.com/free/w_aaaa8228/)

"Hire the Right Talent With 4 Proven Steps"

[https://free-management-ebooks.tradepub.com/free/w\\_aaaa10803/](https://free-management-ebooks.tradepub.com/free/w_aaaa10803/)

"The Accolo Guide to Interviewing and Hiring"

[https://free-management-ebooks.tradepub.com/free/w\\_aaaa8510/](https://free-management-ebooks.tradepub.com/free/w_aaaa8510/)

# Building Partnerships <sup>4</sup>

*Developing and leveraging relationships within and across work groups to achieve results.*

## Key Actions

- **Seeks opportunities to build relationships**—Proactively builds effective working relationships with those who have the knowledge, experience, resources, or influence to advance work goals.
- **Clarifies shared goals**—Exchanges information about the situation/task to determine mutually beneficial goals and outcomes; identifies issues and concerns; summarizes to check understanding.
- **Develops others' and own ideas**—Contributes own ideas and expands on others' ideas.
- **Facilitates agreement**—Gains commitment from partners to support ideas or take action; uses sound rationale to explain value of actions; confirms agreements, next steps (who will do what by when), needed resources and support, and how to track progress.
- **Supports partners**—Offers valuable information, resources, and/or time to accomplish win/win outcomes; places higher priority on group goals than on own goals.
- **Involves others**—Asks others for their opinions and ideas to gain their support when clarifying the situation, developing solutions, exploring needed resource, and committing to action.
- **Maintains and enhances self-esteem**—Shows others they are valued by acknowledging their specific contributions, successes, and skills.

## Learning Resources



### Webinars:

[“Encouraging Team Creativity”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“How to Communicate Organizational Uncertainty”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Lafley and Martin’s Five-Step Strategy Model”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“How to Be a Positive Leader”](#)

<http://training.ucptechcentral.org/supervisors/resources/>



### Videos:

[“How to Build \(And Rebuild\) Trust”](#)

[https://www.ted.com/talks/frances\\_frei\\_how\\_to\\_build\\_and\\_rebuild\\_trust](https://www.ted.com/talks/frances_frei_how_to_build_and_rebuild_trust)

[“How to Build Relationships at Work”](#)

<https://www.youtube.com/watch?v=p8Wq6UN5Odw>

"Team Tip 1- How to Build Workplace Relationships That Create Trust and Improve Team Effectiveness"

[https://www.youtube.com/watch?v=EwU\\_iMFyJpQ](https://www.youtube.com/watch?v=EwU_iMFyJpQ)

"Teamwork Basics- How to Manage People And be a Good Team Player? Self-Improvement Video"

[https://www.youtube.com/watch?v=B9cb\\_xTPlx8](https://www.youtube.com/watch?v=B9cb_xTPlx8)

"Secrets of Successful Teamwork: Insights From Google"

<https://www.youtube.com/watch?v=hHlikHJV9fl>



#### **Articles:**

"Building Relationships at Work: How to Trust and Be Trusted"

<https://www.bizlibrary.com/blog/self-development/building-work-relationships/>

"How to Develop Effective Work Relationships"

<https://www.thebalancecareers.com/developing-effective-work-relationships-1919386>

"9 Strategies for Building Better Professional Relationships"

<https://gethppy.com/workplace-happiness/building-professional-relationships>

"How to Be a Great Team Player: Maximizing Your Contribution"

[https://www.mindtools.com/pages/article/newTMM\\_53.htm](https://www.mindtools.com/pages/article/newTMM_53.htm)

"How to Cooperate As a Team Member In a Workplace"

<https://smallbusiness.chron.com/cooperate-team-member-workplace-11347.html>



#### **Books:**

[Working Relationships: The Simple Truth About Getting Along With Friends and Foes at Work, Bob Wall](#)

[Opening Doors to Teamwork and Collaboration: 4 Keys That Change Everything; Judith H. Katz and Fredrick A. Miller](#)

[Group Genius: The Creative Power of Collaboration; Keith Sawyer](#)

[Building Effective Teams \(Leading From the Center\); Duke Corporate Education](#)



#### **E-Books:**

"Team Building- Developing Your Leadership Skills"

[https://free-management-ebooks.tradepub.com/free/w\\_frec09/](https://free-management-ebooks.tradepub.com/free/w_frec09/)

"Why Teams Underperform- Developing Your Leadership Skills"

[https://free-management-ebooks.tradepub.com/free/w\\_frec10/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_frec10/prgm.cgi?a=1)

"Teamwork Reimagined: The Modern Business' Guide for Creating Better Work Relationships and Experiences"

[https://free-management-ebooks.tradepub.com/free/w\\_aaaa6835/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_aaaa6835/prgm.cgi?a=1)

## Building Self-Insight 2

*Demonstrating an awareness of own strengths and development needs as well as the impact of own behavior on others; modifying behavior based on self-awareness to improve impact.*

### Key Actions

- **Invites feedback**—Proactively seeks feedback to identify areas for development; accepts feedback and uses it constructively to improve knowledge, skills, and behaviors; demonstrates a willingness to seriously consider feedback received and its implications for behavior.
- **Self-assesses**—Actively assesses and evaluates own business impact; demonstrates a willingness to reflect upon own development as a continuous process; seeks to understand blind spots in own behavior.
- **Translates insight into action**—Considers alternatives in behavior and modifies behavior based on feedback, self-assessment, and knowledge of impact on others.

### Learning Resources



#### Webinars:

[“Developing Personal Accountability”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Managing Interruptions”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Unspoken Language of Accountability”](https://www.xeniumhr.com/hr-resources/webinars/unspoken-language-of-accountability/)

<https://www.xeniumhr.com/hr-resources/webinars/unspoken-language-of-accountability/>

[“Prioritization”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>



#### Videos:

[“How to Keep Yourself Accountable”](https://www.youtube.com/watch?v=NRDazZekmPk)

<https://www.youtube.com/watch?v=NRDazZekmPk>

[“How To Be Responsible | Dr. Myles Munroe”](https://www.youtube.com/watch?v=ZE1ndbsDYZY0)

<https://www.youtube.com/watch?v=ZE1ndbsDYZY0>

[“7 Tips to Achieve Your Goals”](https://www.youtube.com/watch?v=cHwFM6kVq0o)

<https://www.youtube.com/watch?v=cHwFM6kVq0o>

[“Continuous Process Improvement: Penny Weller at TEDx Kalamazoo”](https://www.youtube.com/watch?v=1hvprBVWn3M)

<https://www.youtube.com/watch?v=1hvprBVWn3M>



#### Articles:

[“Professionalism: Personal Responsibility”](https://www.conovercompany.com/professionalism-personal-responsibility/)

<https://www.conovercompany.com/professionalism-personal-responsibility/>

[“5 Ways to Achieve Goals in the Workplace”](https://www.indeed.com/career-advice/career-development/how-to-achieve-goals)

<https://www.indeed.com/career-advice/career-development/how-to-achieve-goals>

"How to Receive Feedback with Grace and Dignity"

<https://www.thebalancecareers.com/receive-feedback-with-grace-and-dignity-1916643>

"Responsibility & Accountability Should Work Together Really!"

<https://www.linkedin.com/pulse/responsibility-accountability-should-work-together-really-abu-ghosh-5993785093456408576>



**Books:**

[9 Things Successful People Do Differently, Heidi Grant Halvorson](#)

[Accountability: Taking Ownership of Your Responsibility, Henry Browning](#)

[Thanks For the Feedback: The Science and Art of Receiving Feedback Well; Douglas Stone and Sheila Heen](#)

[Maximize Your Potential: Grow Your Expertise, Take Bold Risks & Build an Incredible Career; 99U](#)



**E-Books:**

"Effective Goal Setting"

<http://www.free-management-ebooks.com/dldebk/dlpr-goal.htm>

"Why Taking Responsibility is Key to Being The Best You"

<https://ideapod.com/product/why-taking-responsibility-is-key-to-being-the-best-you-ebook-2/>

How to Handle Responsibility

<https://archive.org/details/howtohandlerespo00nels/mode/2up>

The Power of Responsibility: Six Decisions That Will Help You Take Back Happiness and Create Unlimited Success

<https://www.amazon.com/Power-Responsibility-Decisions-Happiness-Unlimited-ebook/dp/B018T1LZWI>

# Building Strategic Working Relationships <sup>5</sup> (Collaborating)

*Working cooperatively with others to help a team or work group achieve its goals.*

## Key Actions

- **Contributes to goal accomplishment**—Makes suggestions, volunteers assistance, offers resources, or removes obstacles to help the group achieve its goals.
- **Asks for help and encourages involvement**—Leverages others' skills and gains their support by asking for their ideas, opinions, and participation when solving problems, making decisions, and carrying out plans.
- **Informs others on team**—Shares important or relevant information and rationale with others; summarizes to check understanding.
- **Models commitment**—Adheres to the work group's expectations and guidelines; fulfills team or work group responsibilities; demonstrates personal commitment to group goals.

## Learning Resources



### Webinars:

[“Encouraging Team Creativity”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“How to Be a Positive Leader”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Webinar Recording: Building Effective Workplace Relationships”](https://www.youtube.com/watch?v=dIYMSolLBSQ)

<https://www.youtube.com/watch?v=dIYMSolLBSQ>

[“Sparking Communication and Relationships at Work”](https://www.hrdqu.com/webinars/sparking-communication/)

<https://www.hrdqu.com/webinars/sparking-communication/>



### Videos:

[“How to Turn Strangers Into a Team”](https://www.ted.com/talks/amy_edmondson_how_to_turn_a_group_of_strangers_into_a_team?language=en)

[https://www.ted.com/talks/amy\\_edmondson\\_how\\_to\\_turn\\_a\\_group\\_of\\_strangers\\_into\\_a\\_team?language=en](https://www.ted.com/talks/amy_edmondson_how_to_turn_a_group_of_strangers_into_a_team?language=en)

[“How to Build \(And Rebuild\) Trust”](https://www.ted.com/talks/frances_frei_how_to_build_and_rebuild_trust)

[https://www.ted.com/talks/frances\\_frei\\_how\\_to\\_build\\_and\\_rebuild\\_trust](https://www.ted.com/talks/frances_frei_how_to_build_and_rebuild_trust)

[“How to Build Relationships at Work”](https://www.youtube.com/watch?v=p8Wq6UN5Odw)

<https://www.youtube.com/watch?v=p8Wq6UN5Odw>

[“Team Tip 1- How to Build Workplace Relationships That Create Trust and Improve Team Effectiveness”](https://www.youtube.com/watch?v=EwU_iMFyJpQ)

[https://www.youtube.com/watch?v=EwU\\_iMFyJpQ](https://www.youtube.com/watch?v=EwU_iMFyJpQ)

"Improving Workplace Relationships | Shari Harley"

<https://www.youtube.com/watch?v=2-Hun4NUfUk>



**Articles:**

"How to Build Good Working Relationships"

<https://www.indeed.com/career-advice/starting-new-job/how-to-build-good-working-relationships>

"8 Ways to Build Workplace Relationships"

<https://www.indeed.com/career-advice/career-development/how-to-build-relationships>

"Building Relationships at Work: How to Trust and Be Trusted"

<https://www.bizlibrary.com/blog/self-development/building-work-relationships/>

"How to Develop Effective Work Relationships"

<https://www.thebalancecareers.com/developing-effective-work-relationships-1919386>

"9 Strategies for Building Better Professional Relationships"

<https://gethppy.com/workplace-happiness/building-professional-relationships>



**Books:**

[QBQ! The Question Behind the Question: Practicing Personal Accountability at Work and in Life, John G. Miller](#)

[The Friendship Formula: How to Say Goodbye to Loneliness and Discover Deeper Connection, Kyler Shumway](#)

[The Mindfulness Toolbox for Relationships: 50 Practical Tips, Tools & Handouts for Building Compassionate Connections](#)

[Working Relationships: The Simple Truth About Getting Along With Friends and Foes at Work, Bob Wall](#)



**E-Books:**

"Teamwork Reimagined: The Modern Business' Guide for Creating Better Work Relationships and Experiences"

[https://free-management-ebooks.tradepub.com/free/w\\_aaaa6835/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_aaaa6835/prgm.cgi?a=1)

"The Influence Factor- The Journey to Discovering Your Influential Voice"

[The Influence Factor, The Journey to Discovering Your Influential Voice: Ann M. Evanston: 9781935157281: Amazon.com: Books](#)



## Building Trust 4 (Building Trusting Relationships)

*Using appropriate interpersonal styles to establish effective relationships with customers and internal partners; interacting with others in a way that promotes openness and trust and gives them confidence in one's intentions.*

### Key Actions

- **Establishes relationships**—Connects easily with new people; puts others at ease and gains personal acceptance.
- **Helps others have personal win**—Recognizes and supports others' personal stake in business objectives; helps promote others' agendas that are consistent with the sales objectives; acts as a collaborative partner.
- **Reinforces others' self-worth**—Treats people with dignity, respect, and fairness; sincerely compliments others' contributions; redirects the discussion when others' esteem is threatened; shows empathy and understanding in response to stated concerns; avoids minimizing or ignoring others' feelings; offers assurances about issues of concern.
- **Shows can be trusted**—Demonstrates openness in dealing with others; shares personal agenda; acts in a manner consistent with organizational, social, and moral values; ensures that words and actions are consistent; keeps commitments to agreed-upon actions.

### Learning Resources



#### Webinars:

[“Encouraging Team Creativity”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“How to Be a Positive Leader”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Humility”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Avoiding Unconscious Bias at Work”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Empathy”](#)

<http://training.ucptechcentral.org/supervisors/resources/>



#### Videos:

[“How to Build \(And Rebuild\) Trust”](#)

[https://www.ted.com/talks/frances\\_frei\\_how\\_to\\_build\\_and\\_rebuild\\_trust](https://www.ted.com/talks/frances_frei_how_to_build_and_rebuild_trust)

“5 Steps for Building Trust in the Workplace (Including Trust Building Activities)”

<https://www.youtube.com/watch?v=NMqSVhwTKfs>

“Workplace Trust and Transparency | Ben Hempstead | TEDx SnolsleLibraries”

<https://www.youtube.com/watch?v=r540VOIVufc>

“Building Trust | James Davis | TEDxUSU”

<https://www.youtube.com/watch?v=s9FBK4eprmA>



#### **Articles:**

“How to Build Good Working Relationships”

<https://www.indeed.com/career-advice/starting-new-job/how-to-build-good-working-relationships>

“8 Ways to Build Workplace Relationships”

<https://www.indeed.com/career-advice/career-development/how-to-build-relationships>

“Building Relationships at Work: How to Trust and Be Trusted”

<https://www.bizlibrary.com/blog/self-development/building-work-relationships/>

“How to Build Trust at Work”

<https://www.monster.com/career-advice/article/6-steps-to-building-trust-in-the-workplace-hot-jobs>



#### **Books:**

[The Mindfulness Toolbox for Relationships: 50 Practical Tips, Tools & Handouts for Building Compassionate Connections](#)

[Working Relationships: The Simple Truth About Getting Along With Friends and Foes at Work, Bob Wall](#)

[Building Trust: How to Get It! How to Keep It! , Hyler Bracey](#)

[Trust and Betrayal in the Workplace: Building Effective Relationships in Your Organization, Dennis Reina and Michelle Reina](#)



#### **E-Books:**

“Teamwork Reimagined: The Modern Business’ Guide for Creating Better Work Relationships and Experiences”

[https://free-management-ebooks.tradepub.com/free/w\\_aaaa6835/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_aaaa6835/prgm.cgi?a=1)

“The Influence Factor- The Journey to Discovering Your Influential Voice”

[The Influence Factor, The Journey to Discovering Your Influential Voice: Ann M. Evanston: 9781935157281: Amazon.com: Books](#)

“Trust and Betrayal in The Workplace: Building Effective Relationships in Your Organization”

[https://play.google.com/store/books/details?pcampaignid=books\\_read\\_action&id=H5GDBAAAQBAJ](https://play.google.com/store/books/details?pcampaignid=books_read_action&id=H5GDBAAAQBAJ)

## Business Acumen 3

*Using one's knowledge of economic, financial, market, and industry trends to understand and improve individual, work group, and/or organizational results; using one's understanding of major business functions, industry trends, and own organization's position to contribute to effective business strategies and/or tactics.*

### Key Actions

- **Analyzes**—Uses economic, financial, market, and industry information to identify trends, assess current business strategies and results, and/or evaluate specific business opportunities; identifies trends and anticipates their impact.
- **Integrates**—Integrates economic, financial, market, and industry data from multiple sources to identify critical issues; articulates the implications of trends for own department or team as well as the broader organization.
- **Understands business functions**—Understands the nature and interdependencies of organization functions and supporting processes (R&D, marketing, finance, operations, etc.).
- **Understands the industry**—Understands the industry in which the organization operates (trends, customers, competition, market share, etc.).
- **Leverages own understanding**—Uses understanding of business functions, the industry, and own organization's performance to maximize results, limit risk, and effectively contribute to own department, team, and/or broader organization results.

### Learning Resources



#### Webinars:

[“Lafley and Martin’s Five-Step Strategy Model”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“How to Communicate Organization Uncertainty”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Jain and Sharma’s BADIR™ Framework”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“The Blake Mouton Managerial Grid”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>



#### Videos:

[“Project Management: How to Manage Resources”](https://www.youtube.com/watch?v=CxapGqlh3Fg)

<https://www.youtube.com/watch?v=CxapGqlh3Fg>

[“21- The Importance and Use of Budgets Within an Organization”](https://www.youtube.com/watch?v=nS58YW1NFbE)

<https://www.youtube.com/watch?v=nS58YW1NFbE>

[“Allocating Resources”](https://www.youtube.com/watch?v=JVnSY4hT3i8)

<https://www.youtube.com/watch?v=JVnSY4hT3i8>

[“15 How Can We Identify Opportunities”](https://www.youtube.com/watch?v=LNSEQjRxE9E)  
<https://www.youtube.com/watch?v=LNSEQjRxE9E>

 **Articles:**

[“An Admin’s Guide to Better Business Acumen”](https://www.allthingsadmin.com/better-business-acumen/)  
<https://www.allthingsadmin.com/better-business-acumen/>

[“30 Quick Way to Improve Work Performance and Quality”](https://www.samewave.com/posts/7-ways-to-improve-work-performance)  
<https://www.samewave.com/posts/7-ways-to-improve-work-performance>

[“How to Allocate Resources Effectively”](https://www.business2community.com/strategy/allocate-resources-effectively-0789770)  
<https://www.business2community.com/strategy/allocate-resources-effectively-0789770>

[“How to Develop Strong Business Acumen”](https://www.cleverism.com/develop-strong-business-acumen/)  
<https://www.cleverism.com/develop-strong-business-acumen/>

 **Books:**

[Traction: Get a Grip on Your Business; Gino Wickman](#)

[The New One Minute Manager; Ken Blanchard and Spencer Johnson M.D.](#)

[The Sales Acceleration Formula: Using Data, Technology, and Inbound Selling to go From \\$0 to \\$100 Million; Mark Roberge](#)

[Good to Great: Why Some Companies Make the Leap and Others Don’t; Jim Collins](#)

 **E-Books:**

[Values-Based Leadership](https://archive.org/details/valuesbasedleade00kucz/mode/2up)  
<https://archive.org/details/valuesbasedleade00kucz/mode/2up>

[“Making Budgets: Public Resource Allocation”](https://archive.org/details/makingbudgetspub0000danz)  
<https://archive.org/details/makingbudgetspub0000danz>

[“Resource Allocation: Managing Money and People”](https://archive.org/details/resourceallocati0000nort)  
<https://archive.org/details/resourceallocati0000nort>

[“Finance for Non-Finance People”](https://www.vitalsource.com/products/finance-for-non-finance-people-sandeep-goel-v9780429589690?duration=90&gclid=EAIaIQobChMli77R576W7AIVBYrICh3Ucw10EAQYECABEgK4-fD_BwE)  
[https://www.vitalsource.com/products/finance-for-non-finance-people-sandeep-goel-v9780429589690?duration=90&gclid=EAIaIQobChMli77R576W7AIVBYrICh3Ucw10EAQYECABEgK4-fD\\_BwE](https://www.vitalsource.com/products/finance-for-non-finance-people-sandeep-goel-v9780429589690?duration=90&gclid=EAIaIQobChMli77R576W7AIVBYrICh3Ucw10EAQYECABEgK4-fD_BwE)

## Business Savvy 2

*Demonstrates a keen understanding of basic business operations and the organizational levers (systems, processes, departments, functions) that drive profitable growth; draws from personal experience to quickly evaluate business plans and processes to identify data or recommendations that need further investigation.*

### Key Actions

- **Isolates key levers**—Quickly recognizes the merits and flaws of business propositions and processes; identifies information gaps and/or needs for deeper analysis.
- **Focuses decision making processes**—Specifies efficient steps for determining the viability of business propositions and processes; ensures that the highest priority issues are investigated fully to minimize risk and maximize opportunity.

### Learning Resources



#### Webinars:

[“Jain and Sharma’s BADIR™ Framework”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Reactive Decision Making”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Lafley and Martin’s Five-Step Strategy Model”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Leadership & Development: Business Acumen For Leaders”](https://www.youtube.com/watch?v=HZFzuTsEKQc)

<https://www.youtube.com/watch?v=HZFzuTsEKQc>



#### Videos:

[“Becoming Business Savvy”](https://www.youtube.com/watch?v=3LU4PE1E0vc)

<https://www.youtube.com/watch?v=3LU4PE1E0vc>

[“Decision Focus 05-Clear Values #DecisionMaking”](https://www.youtube.com/watch?v=te_h08znkz4)

[https://www.youtube.com/watch?v=te\\_h08znkz4](https://www.youtube.com/watch?v=te_h08znkz4)

[“Business Operations- An Overview”](https://www.youtube.com/watch?v=Kh7-iFhFR8s)

<https://www.youtube.com/watch?v=Kh7-iFhFR8s>

[“Basic Business Principles”](https://www.youtube.com/watch?v=ZobEVTGI5Jo)

<https://www.youtube.com/watch?v=ZobEVTGI5Jo>



#### Articles:

[“11 Mental Habits That Will Improve Your Business Savvy”](https://www.inc.com/neil-patel/11-mental-habits-that-will-improve-your-business-savvy.html)

<https://www.inc.com/neil-patel/11-mental-habits-that-will-improve-your-business-savvy.html>

[“10 Life-Changing Ways to Become More Business Savvy”](https://www.successful-blog.com/1/10-life-changing-ways-become-business-savvy/)

<https://www.successful-blog.com/1/10-life-changing-ways-become-business-savvy/>

[“Adjust Your Mindset and Become More Business Savvy Today”](#)

<https://www.strategydriven.com/2019/07/02/adjust-your-mindset-and-become-more-business-savvy-today/>

"How to Become More Business-Minded"

<https://smallbusiness.chron.com/become-businessminded-23904.html>



**Books:**

[Traction: Get a Grip on Your Business; Gino Wickman](#)

[Winning With Data: Transform Your Culture, Empower Your People, and Shape the Future; Tomasz Tunguz and Frank Bien](#)

[Principles: Life and Work; Ray Dalio](#)

[Becoming a Category of One: How Extraordinary Companies Transcend Commodity and Defy Comparison; Joe Calloway](#)



**E-Books:**

"Make Confident Decisions"

<https://archive.org/details/makeconfidentdec0000mann>

"Porters Five Forces Analysis Template"

[https://free-management-ebooks.tradepub.com/free/w\\_frec211/](https://free-management-ebooks.tradepub.com/free/w_frec211/)

"20 Productivity Boosting Methods for the Positive Mind"

[https://free-management-ebooks.tradepub.com/free/w\\_webf01/](https://free-management-ebooks.tradepub.com/free/w_webf01/)

"Over the Edge- How to Break Out of the Comfort Zone"

[https://free-management-ebooks.tradepub.com/free/w\\_goal03/](https://free-management-ebooks.tradepub.com/free/w_goal03/)

## Care Management <sup>3</sup> (Making Patient Care Decisions)

*Securing relevant data to identify key issues and trends that impact patient care; applying appropriate patient care assessments and interventions.*

### Key Actions

- **Understands connections**—Understands the relationships among assessments, interventions, and patient responses.
- **Gathers information**—Identifies the need for and collects information from all relevant data sources to better understand patient care issues.
- **Anticipates issues**—Interprets data from lab, monitors, and assessments to detect problems before negative consequences occur; anticipates patient’s needs and reactions.
- **Applies interventions**—Executes proper procedure for a relevant care intervention at the appropriate time; follows established standards of care.
- **Evaluates results**—Evaluates the patient’s response to the intervention; adjusts the plan of care as needed.

### Learning Resources



#### Webinars:

[“Leadership in the Future of Healthcare: Befriending Polarity & Paradox”](https://www.ccl.org/webinars/leadership-future-of-healthcare/)

<https://www.ccl.org/webinars/leadership-future-of-healthcare/>

[“CIN Webinar: The Care Management Plus Approach”](https://www.youtube.com/watch?v=b_alG5uYDIU)

[https://www.youtube.com/watch?v=b\\_alG5uYDIU](https://www.youtube.com/watch?v=b_alG5uYDIU)

[“Principles of Care Management”](https://www.youtube.com/watch?v=QN5bktDdS_s)

[https://www.youtube.com/watch?v=QN5bktDdS\\_s](https://www.youtube.com/watch?v=QN5bktDdS_s)

[“Increasing Case Management Effectiveness with Dr. Dawn-Elise Snipes”](https://www.youtube.com/watch?v=Td1uKiRlhrQ)

<https://www.youtube.com/watch?v=Td1uKiRlhrQ>



#### Videos:

[“Care Management”](https://www.youtube.com/watch?v=51KrAku6awE)

<https://www.youtube.com/watch?v=51KrAku6awE>

[“Improving Health & Well- Being of Patients with Care Management”](https://www.youtube.com/watch?v=HwSs21HfiYY)

<https://www.youtube.com/watch?v=HwSs21HfiYY>

[“Introduction to Care Management”](https://www.youtube.com/watch?v=XqbFbjbQs88)

<https://www.youtube.com/watch?v=XqbFbjbQs88>

 **Articles:**

"The Core of Care Management: The Role of Authentic Relationships in Caring for Patients with Frequent Hospitalizations"

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4965703/>

"My Role as a Supporter"

<http://www.intellectualldisability.info/changing-values/articles/my-role-as-a-supporter>

"Human Connections and Their Roles In the Occupational Well-Being of Healthcare Professionals: A Study on Loneliness and Empathy"

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5581877/>



**Books:**

[Case Management: A Practical Guide to Success in Managed Care; Suzanne K. Powell](#)

[Fundamentals of Health Care Quality Management; Edwards & Williams Hermanson](#)

[Clinical Psychology and People with Intellectual Disabilities; Eric Emerson](#)



**E-Books:**

"Meeting the Challenge of Healthcare Emergencies with Innovation"

[https://free-management-ebooks.tradepub.com/free/w\\_serc156/](https://free-management-ebooks.tradepub.com/free/w_serc156/)

"The Successful Care Manager: What You Need to Know"

<https://careexcellence.org/the-successful-care-manager-ebook/>

"Making Health Care Decisions"

<https://www.kobo.com/ww/en/ebook/making-health-care-decisions-4>



## Coaching <sup>4</sup>

*Engaging an individual in developing and committing to an action plan that targets specific behaviors, skills, or knowledge needed to ensure performance improvement or prepare for success in new responsibilities.*

### Key Actions

- **Aligns expectations for the discussion**—Opens the coaching session by describing the purpose and importance of the discussion; checks for understanding.
- **Defines the performance challenge**—Explains and clarifies the need for improvement or preparation required for a new opportunity; articulates the impact on the individual, team, and organization; shares specific examples and relevant data.
- **Maintains motivation**—Acknowledges the individual’s value, progress, and contributions without minimizing the performance challenges; empathizes with individual concerns while emphasizing accountability for agreed upon actions.
- **Engages and involves**—Asks questions to further clarify the issues and their causes; collaboratively develops a plan by seeking and building upon the other person’s ideas; balances seeking and telling.
- **Offers support**—Provides assistance (directly or through others) by sharing suggestions for improvement, best practices, development resources, positive models, or opportunities for experimentation; expresses confidence in the person’s desire and ability to perform effectively.
- **Gains agreement**—Emphasizes the anticipated positive impact of planned actions on the individual, team, and organization; confirms the individual’s commitment and buy-in to addressing the performance challenges.
- **Establishes action plan**—Summarizes the specific actions the individual will take; assigns clear accountability, timeline, progress measures, and follow-up date; monitors progress and results; reinforces and redirects activities.

### Learning Resources



#### Webinars:

[“Building Rapport in Coaching”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Encouraging Team Creativity”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Motivating Managers”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

“Coaching With Feedback”

<http://training.ucptechcentral.org/supervisors/resources/>



**Videos:**

“Leading & Coaching | Mark Smith | TEDx MSVU”

<https://www.youtube.com/watch?v=VradB8Hka1c0>

“Motivating People to Excellence | Cheryl Ferguson | TEDx Winnipeg”

<https://www.youtube.com/watch?v=aljb6ZXBwV0>

“Mentoring: How to Be an Effective Mentor- Golden Nugget #6”

<https://www.youtube.com/watch?v=3dD2VCsPrsg>



**Articles:**

“7 Tips About How to Mentor Someone”

<https://www.td.org/insights/7-tips-about-how-to-mentor-someone>

“Becoming a Great Mentor”

<https://www.apa.org/monitor/2019/01/cover-mentor>

“How to Motivate People: 4 Steps Backed By Science”

<https://time.com/53748/how-to-motivate-people-4-steps-backed-by-science/>

“5 Steps for Building Trust in The Workplace”

<https://www.td.org/insights/5-steps-for-building-trust-in-the-workplace>



**Books:**

[Intrinsic Motivation at Work: Building Energy and Commitment; Kenneth W. Thomas](#)

[Start With Why: How Great Leaders Inspire Everyone to Take Action; Simon Sinek](#)

[Giving Effective Feedback \(20-Minute Manager Series\), Harvard Business Review](#)



**E-Books:**

“Principles of Coaching”

<http://www.free-management-ebooks.com/dldebk/dlch-principles.htm>

“Coaching for Performance: Growing People, Performance, and Purpose”

<https://archive.org/details/coachingforperfo0000whit>

“Successful Mentoring in a Week”

<https://archive.org/details/successfulmentor0000cart>

## Coaching and Developing Others 4

*Providing feedback, instruction, and development guidance to help others excel in their current or future job responsibilities; planning and supporting the development of individual skills and abilities.*

### Key Actions

- **Clarifies performance**—Seeks information and opinions about an individual's current performance as well as long-term development needs.
- **Provides timely feedback**—Gives timely, specific, and appropriate feedback about performance, development needs, and development progress; reinforces efforts and progress.
- **Conveys performance expectations and implications**—Communicates high expectations; links performance improvement and skill development to relevant personal and business goals; checks for understanding of and commitment to performance and development goals as well as follow up activities.
- **Evaluates misalignment**—Diagnoses gaps in knowledge, experience, skills, and behavior that underlie current and future performance; continually modifies evaluation based on new information.
- **Facilitates development**—Leverages environmental supports and removes development barriers; advocates for individual to higher levels of management to create development opportunities; provides guidance and positive models; seeks suggestions for improving performance; collaboratively creates development plans that include activities targeted to specific goals.
- **Fosters developmental relationships**—Helps people feel valued and included in coaching and development discussions by expressing confidence in their ability to excel, maintaining their self-esteem, empathizing, and disclosing own position.

### Learning Resources

## Coaching the Sales Team 4

*Diagnosing areas for improving salespersons' techniques; providing timely feedback, instruction, and guidance to strengthen specific knowledge/skill areas and optimize sales success.*

### Key Actions

- **Identifies improvement opportunities**—Thoroughly examines salespersons' techniques; diagnoses less-than-optimal patterns of behavior and gaps in knowledge or skills.
- **Clarifies expectations**—Clarifies expected behaviors, knowledge, and level of proficiency by seeking and giving information and checking for understanding.
- **Guides development**—Provides guidance, instruction, positive models, and opportunities for observation in order to help others develop required sales skills and behaviors; seeks suggestions for improving performance and builds on good ideas.
- **Provides timely feedback**—Gives timely, specific, and appropriate feedback on performance; reinforces efforts and progress.
- **Fosters coaching relationships**—Helps people feel valued and included in coaching discussions by expressing confidence in their ability to excel, maintaining their self-esteem, empathizing, and disclosing own position.

### Learning Resources

## Communication (UCP Cultural Pillar) 5

*Communicate with all stakeholders. Convey information and ideas clearly and concisely to individuals or groups in an engaging manner that helps them understand and retain the message; listening actively to others.*

### Key Actions

**Organizes the communication** - Explains the reason for the communication and its importance (including impact on the individual, team, and organization); stresses major points clearly and succinctly; follows a logical sequence.

**Communicates with impact** - Focuses communications to have a positive effect on others; uses forceful and compelling language and tone to stimulate others' thinking and actions; uses analogies, illustrations, or colorful expressions to create mental images; uses visual aids when appropriate to enhance impact of the content.

**Adjusts to the listener** - Frames message to align with others' experience, background, and expectations; uses terms, examples, and analogies that are meaningful to others; translates technical terms when communicating with those who don't have a technical background.

**Ensures understanding** - Checks others' understanding of information communicated; presents message in multiple ways to enhance comprehension.

**Listens actively** - Seeks others' input and attends to their communication; asks clarifying questions and summarizes what others have communicated to check own understanding; correctly interprets messages and responds appropriately.

**Conveys a professional presence** - Creates a positive impression that commands attention and respect through appropriate body language, demeanor, and attire; demonstrates self-confidence; uses correct grammar.

### Learning Resources



#### Webinars:

[LeadUp Training: How to Communicate Organizational Uncertainty: Sending the Right Message in Times of Stress](#) >How to Communicate Organizational Uncertainty Tab

[LeadUp Training: Strategies of Influence - Using Logic and Emotion to Change Peoples Thinking](#) > Strategies of influence Tab

[LeadUp Training: The Blake Mouton Managerial Grid: Leading People and Producing Results](#) >The Blake Mouton Managerial Grid Tab

[LeadUp Training: What's empathy got to do with it? How to Exercise Your Thinking and Feeling Muscles](#) > Empathy Tab

[LeadUp Training: Emotional Intelligence in Leadership - Learning How to Be More Aware](#) > Emotional Intelligence in Leadership Tab

 **Articles:**

[“7 Effective Communication Techniques That Will Make You Excellent”](https://medium.com/better-humans/7-effective-communication-techniques-that-will-make-you-excellent-89eb17e60b36)

<https://medium.com/better-humans/7-effective-communication-techniques-that-will-make-you-excellent-89eb17e60b36>

[“Sound Like a Leader”](https://hbr.org/2017/10/to-sound-like-a-leader-think-about-what-you-say-and-how-and-when-you-say-it)

<https://hbr.org/2017/10/to-sound-like-a-leader-think-about-what-you-say-and-how-and-when-you-say-it>

[“Effective Communication Strategies”](https://www.insperity.com/blog/effective-communication-strategies/)

<https://www.insperity.com/blog/effective-communication-strategies/>

[“Five Things Leaders Can Do”](https://hbr.org/2009/04/five-things-leaders-can-do-to)

<https://hbr.org/2009/04/five-things-leaders-can-do-to>

[A Communications Help Guide](https://www.helpguide.org/articles/relationships-communication/effective-communication.htm)

<https://www.helpguide.org/articles/relationships-communication/effective-communication.htm>

 **Videos:**

[“How Miscommunication Happens and How to Avoid It”](https://www.ted.com/talks/katherine_hampsten_how_miscommunication_happens_and_how_to_avoid_it)

[https://www.ted.com/talks/katherine\\_hampsten\\_how\\_miscommunication\\_happens\\_and\\_how\\_to\\_avoid\\_it](https://www.ted.com/talks/katherine_hampsten_how_miscommunication_happens_and_how_to_avoid_it)

[“5 Ways to Listen Better”](https://www.ted.com/talks/julian_treasure_5_ways_to_listen_better?utm_campaign=tedspread&utm_medium=referral&utm_source=tedcomshare)

[https://www.ted.com/talks/julian\\_treasure\\_5\\_ways\\_to\\_listen\\_better?utm\\_campaign=tedspread&utm\\_medium=referral&utm\\_source=tedcomshare](https://www.ted.com/talks/julian_treasure_5_ways_to_listen_better?utm_campaign=tedspread&utm_medium=referral&utm_source=tedcomshare)

[“How to Truly Listen”](https://www.ted.com/talks/evelyn_glennie_how_to_truly_listen?utm_campaign=tedspread&utm_medium=referral&utm_source=tedcomshare)

[https://www.ted.com/talks/evelyn\\_glennie\\_how\\_to\\_truly\\_listen?utm\\_campaign=tedspread&utm\\_medium=referral&utm\\_source=tedcomshare](https://www.ted.com/talks/evelyn_glennie_how_to_truly_listen?utm_campaign=tedspread&utm_medium=referral&utm_source=tedcomshare)

[“10 Ways to Have a Better Conversation”](https://www.ted.com/talks/celeste_headlee_10_ways_to_have_a_better_conversation?utm_campaign=tedspread&utm_medium=referral&utm_source=tedcomshare)

[https://www.ted.com/talks/celeste\\_headlee\\_10\\_ways\\_to\\_have\\_a\\_better\\_conversation?utm\\_campaign=tedspread&utm\\_medium=referral&utm\\_source=tedcomshare](https://www.ted.com/talks/celeste_headlee_10_ways_to_have_a_better_conversation?utm_campaign=tedspread&utm_medium=referral&utm_source=tedcomshare)

[“How to Disagree Productively”](https://www.ted.com/talks/julia_dhar_how_to_disagree_productively_and_find_common_ground)

[https://www.ted.com/talks/julia\\_dhar\\_how\\_to\\_disagree\\_productively\\_and\\_find\\_common\\_ground](https://www.ted.com/talks/julia_dhar_how_to_disagree_productively_and_find_common_ground)

 **Books:**

[Crucial Conversations](#), “Tools for Talking When the Stakes are High,” Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler.

 **Other Resources:**

UCP Toolkit Resources:

Discussion Planner Guide for Building Trust

## Compelling Communication 5

*Clearly and succinctly conveying information and ideas to individuals and groups; communicating in a focused and compelling way that captures and holds others' attention.*

### Key Actions

- **Delivers clear messages**—Conveys messages logically, simply, succinctly, and at the right pace; does not digress; is in command of the message.
- **Communicates with impact**—Captures and holds audience attention; uses forceful and compelling language and tone to stimulate others' thinking and actions; uses vivid analogies and illustrations to create mental images; uses visual aids when appropriate to enhance impact of the message.
- **Uses language appropriately**—Uses correct grammar and punctuation; uses a format and terminology appropriate to the topic and audience.
- **Ensures understanding**—Checks audience understanding; presents messages in different ways to enhance their understanding.

### Learning Resources

# Continuous Improvement 4

*Originating action to improve existing conditions and processes; identifying improvement opportunities, generating ideas, and implementing solutions.*

## Key Actions

- **Identifies opportunities**—Reviews processes to determine any gaps between current outputs and expected requirements.
- **Determines causes**—Identifies conditions that contribute to gaps or key variances; explores relationships between conditions and outcomes; distinguishes causes from symptoms and identifies primary causes.
- **Targets improvement ideas**—Generates ideas for solutions; analyzes the potential effect or impact of each solution; selects appropriate solutions.
- **Implements improvements**—Tests solutions; gathers feedback on effectiveness; reviews impact on baseline measures; modifies solutions as appropriate to ensure effectiveness.

## Learning Resources



### Articles:

[“Prioritization”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Reactive Decision Making”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Developing Personal Accountability”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Great Leaders Are Learners: Identifying & Developing Learning Agility in Your Leaders”](#)

<https://www.ccl.org/webinars/great-leaders-are-great-learners-identifying-and-developing-learning-agility-in-your-leaders/>



### Videos:

[“5 Ways to Improve Your Performance at Work | Mofoluwaso Ilevbare”](#)

[https://www.youtube.com/watch?v=BHN-FDHsJ\\_c](https://www.youtube.com/watch?v=BHN-FDHsJ_c)

[“Tips to Improve Performance at Work”](#)

<https://www.youtube.com/watch?v=2mpLdqqEPMw>

[“Continuous Process Improvement: Penny Weller at TEDx Kalamazoo”](#)

<https://www.youtube.com/watch?v=1hvprBVWn3M>

[“How to Create a High Performance Culture | Andrew Sillitoe | TEDx RoyalTunbridgeWells”](#)

<https://www.youtube.com/watch?v=BAdeFHIhKi4>





### Articles:

["Taking Constructive Criticism Like a Champ"](https://www.themuse.com/advice/taking-constructive-criticism-like-a-champ)

<https://www.themuse.com/advice/taking-constructive-criticism-like-a-champ>

["4 Ways to Go Above and Beyond at Your Job"](https://www.themuse.com/advice/4-ways-to-go-above-and-beyond-at-your-job)

<https://www.themuse.com/advice/4-ways-to-go-above-and-beyond-at-your-job>

["Want to Stand Out at Work? How to Go Above and Beyond Your Job Description"](https://www.idealists.org/en/careers/stand-out-work-above-beyond)

<https://www.idealists.org/en/careers/stand-out-work-above-beyond>

["The Most Important Thing You're Not Doing at Work \(and How to Get Started\)"](https://www.themuse.com/advice/the-most-important-thing-youre-not-doing-at-work-and-how-to-get-started)

<https://www.themuse.com/advice/the-most-important-thing-youre-not-doing-at-work-and-how-to-get-started>



### Books:

[Personal Development for Smart People: The Conscious Pursuit of Personal Growth, Steve Pavlina](#)

[Thanks for the Feedback: The Science and Art of Receiving Feedback Well, Douglas Stone](#)

[Time Management in 20 Minutes a Day: Simple Strategies to Increase Productivity, Enhance Creativity, and Make Your Time Your Own; Holly Reisem Hanna](#)

[The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change; Stephen R. Covey](#)

[Unstoppable: Transforming Your Mindset to Create Change, Accelerate Results, and Be the Best at What You Do; Dave Anderson](#)



### E-Books:

["Managing Interruptions"](http://www.free-management-ebooks.com/dldebk/dlpr-interruptions.htm)

<http://www.free-management-ebooks.com/dldebk/dlpr-interruptions.htm>

["Time Management Productivity Tools"](http://www.free-management-ebooks.com/dldebk/dlpr-tools.htm)

<http://www.free-management-ebooks.com/dldebk/dlpr-tools.htm>

["Effective Goal Setting"](http://www.free-management-ebooks.com/dldebk/dlpr-goal.htm)

<http://www.free-management-ebooks.com/dldebk/dlpr-goal.htm>

["Managing Interruptions"](http://www.free-management-ebooks.com/dldebk/dlpr-interruptions.htm)

<http://www.free-management-ebooks.com/dldebk/dlpr-interruptions.htm>

## Continuous Learning (UCP Cultural Pillar) 2

*Takes responsibility to learn, maintain, and stay on the cutting edge of the skills most desired for the position. Consistently finds ways to learn and improve effectiveness through internal and external resources. Demonstrates a commitment to help others learn new skills in a highly collaborative manner.*

### Key Actions

**Targets learning needs** - Seeks and uses feedback and other sources of information to identify appropriate areas for learning.

**Seeks learning opportunities** - Identifies and participates in appropriate learning activities (e.g., courses, reading, self-study, coaching, experiential learning) that help fulfill learning needs.

**Maximizes learning** - Actively participates in learning activities in a way that makes the most of the learning experience (e.g., takes notes, asks questions, critically analyzes information, keeps on-the-job application in mind, does required tasks).

**Applies knowledge or skill** - Puts new knowledge, understanding, or skill to practical use on the job; furthers learning through practice and ongoing feedback.

**Takes risks in learning** - Puts self in unfamiliar or uncomfortable situation in order to learn; asks questions at the risk of appearing foolish; takes on challenging or unfamiliar assignments.

### Learning Resources



#### Webinars:

[“Prioritization”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Webinar: How to Learn Soft Skills”](https://www.devex.com/news/webinar-how-to-learn-soft-skills-93628)

<https://www.devex.com/news/webinar-how-to-learn-soft-skills-93628>

[“Motivation to Sustain Development Momentum”](https://vimeo.com/256997535)

<https://vimeo.com/256997535>

[“Getting Used to Change: Learning”](https://www.institutelm.com/event_listing/getting-used-to-change-learning.html)

[https://www.institutelm.com/event\\_listing/getting-used-to-change-learning.html](https://www.institutelm.com/event_listing/getting-used-to-change-learning.html)



#### Articles:

[“Career Success Depends on Your Willingness to Learn”](https://www.businessnewsdaily.com/9256-career-boost-learning.html)

<https://www.businessnewsdaily.com/9256-career-boost-learning.html>

[“5 Learning Strategies to Maximize Your Potential”](https://psychologycompass.com/blog/learning-strategies-1/)

<https://psychologycompass.com/blog/learning-strategies-1/>

[“Throw Your Old Plan Away: 6 New Ways to Build Leadership Development Into Your Job”](https://www.forbes.com/sites/jackzenger/2013/07/16/throw-your-old-plan-away-6-new-ways-to-build-leadership-development-into-your-job/#2bc06fa950c3)

<https://www.forbes.com/sites/jackzenger/2013/07/16/throw-your-old-plan-away-6-new-ways-to-build-leadership-development-into-your-job/#2bc06fa950c3>

"Learning on the Job: Myth vs Science"

<https://www.psychologicalscience.org/news/were-only-human/learning-on-the-job-myth-vs-science.html>

"5 Simple Rule to Make Your Knowledge and Skills Visible at Workplace"

<https://www.linkedin.com/pulse/20140610153654-35017466-5-simple-rules-to-make-your-knowledge-and-skills-visible-at-workplace>



#### **Videos:**

"Techniques to Enhance Learning and Memory | Nancy D. Chiaravalloti | TEDx Herndon"

<https://www.youtube.com/watch?v=JbLAGpQ9RXg>

"TEDx Macatawa- Graham Peaslee- Apply Your Knowledge"

<https://www.youtube.com/watch?v=xEHuGO0ksr0>

"How to Apply What You Learn"

<https://www.youtube.com/watch?v=nl5NmyTtyu4>

"How to Use Other's Feedback to Learn and Grow | Sheila Heen | TEDx AmoskeagMillyardWomen"

[https://www.youtube.com/watch?v=FQNbaKkYk\\_Q](https://www.youtube.com/watch?v=FQNbaKkYk_Q)

"Seeking Feedback at Work"

<https://www.youtube.com/watch?v=weqUM7RR9Uo>



#### **Books:**

[Personal Development for Smart People: The Conscious Pursuit of Personal Growth, Steve Pavlina](#)

[Thanks for the Feedback: The Science and Art of Receiving Feedback Well, Douglas Stone](#)

[The Leader's Guide to Mindfulness: How to Use Soft Skills to Get Hard Results, Audrey Tang](#)

[The Coaching Manager: Developing Top Talent in Business, James M. Hunt, Joseph R. Weintraub](#)



#### **E-Books:**

"Get Out of Your Own Way: Overcoming Self-Defeating Behavior"

[https://play.google.com/store/books/details?id=1IBRODEFd40C&gl=us&hl=en-US&source=productsearch&utm\\_source=HA\\_Desktop\\_US&utm\\_medium=SEM&utm\\_campaign=PLA&pcampaignid=MKT-FDR-na-us-1000189-Med-pla-bk-Evergreen-Jul1520-PLA-eBooks\\_Self\\_Help&gclid=EAlaIqobChMIwqK3xl-j7AIVWcDICH1okAhfEAYYASABEgIHLPD\\_BwE&gclidsrc=aw.ds](https://play.google.com/store/books/details?id=1IBRODEFd40C&gl=us&hl=en-US&source=productsearch&utm_source=HA_Desktop_US&utm_medium=SEM&utm_campaign=PLA&pcampaignid=MKT-FDR-na-us-1000189-Med-pla-bk-Evergreen-Jul1520-PLA-eBooks_Self_Help&gclid=EAlaIqobChMIwqK3xl-j7AIVWcDICH1okAhfEAYYASABEgIHLPD_BwE&gclidsrc=aw.ds)

"Over the Edge- How to Break Out of the Comfort Zone"

[https://free-management-ebooks.tradepub.com/free/w\\_goal03/](https://free-management-ebooks.tradepub.com/free/w_goal03/)

## Contributing to Team Success <sup>5</sup> (Guiding Team Success)

*Using appropriate methods and a flexible interpersonal style to build, motivate, and guide a cohesive team to complete team goals.*

### Key Actions

- **Develops direction**—Ensures that the purpose and importance of the team are clarified (e.g., team has a clear charter or mission statement); guides the team in setting specific and measurable short- and long-term goals.
- **Develops structure**—Helps to clarify roles and responsibilities of team members; ensures that necessary steering, review, and support functions are in place.
- **Supports the team**—Builds others' sense of task ownership and self-confidence by helping them generate ideas, make decisions, obtain resources, and overcome barriers; supports team decisions to upper management; celebrates team success.
- **Facilitates agreement**—Ensures that interactions have value by confirming agreements and specifying next steps, needed resources and support, and how to track progress.
- **Involves others**—Leverages others' skills and gains their support by asking for their ideas, opinions, and participation when solving problems, making decisions, and carrying out plans.
- **Informs team**—Shares important and relevant information with the team; reviews team results regularly and offers positive and developmental feedback.

### Learning Resources



#### Webinars:

[“Encouraging Team Creativity”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“How to Communicate Organizational Uncertainty”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Lafley and Martin’s Five-Step Strategy Model”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“How to Be a Positive Leader”](#)

<http://training.ucptechcentral.org/supervisors/resources/>



#### Videos:

[“Teamwork Basics- How to Manage People And be a Good Team Player? Self-Improvement Video”](#)

[https://www.youtube.com/watch?v=B9cb\\_xTPlx8](https://www.youtube.com/watch?v=B9cb_xTPlx8)

[“Secrets of Successful Teamwork: Insights From Google”](#)

<https://www.youtube.com/watch?v=hHlikHJV9fl>

[“How to Build Trust and Create Open, Successful Teams | Chris Strouthopoulos | TEDxGeorgiaTech”](#)

<https://www.youtube.com/watch?v=hf1r7Yum0Z4>

"How to Create a High Performance Culture | Andrew Sillitoe | TEDx RoyalTunbridgeWells"

<https://www.youtube.com/watch?v=BAdeFHIhKi4>

"Lessons in Setting Team Direction"

<https://www.youtube.com/watch?v=2YEjc3sHZV4>



**Articles:**

"9 Ways to Contribute to Team Success"

<https://www.linkedin.com/pulse/9-ways-contribute-team-success-frank-kuijsters>

"How to Be a Great Team Player: Maximizing Your Contribution"

[https://www.mindtools.com/pages/article/newTMM\\_53.htm](https://www.mindtools.com/pages/article/newTMM_53.htm)

"How to Cooperate As a Team Member In a Workplace"

<https://smallbusiness.chron.com/cooperate-team-member-workplace-11347.html>

"10 Tips for Getting Your Colleagues to Work With You Better"

<https://www.forbes.com/sites/jacquelynsmith/2013/10/03/10-tips-for-getting-your-colleagues-to-work-with-you-better/#42437526123d>

"Collaboration Is a Team Sport, and You Need to Warm Up"

<https://hbr.org/2011/05/collaboration-is-a-team-sport>



**Books:**

[Opening Doors to Teamwork and Collaboration: 4 Keys That Change Everything; Judith H. Katz and Fredrick A. Miller](#)

[Building Effective Teams \(Leading From the Center\); Duke Corporate Education](#)

[Overcoming the Five Dysfunctions of a Team: A Field Guide for Leaders, Managers, and Facilitators; Patrick Lencioni](#)

[The 5 Languages of Appreciation in the Workplace: Empowering Organizations by Encouraging People; Gary Chapman and Paul White](#)



**E-Books:**

"Team Building- Developing Your Leadership Skills"

[https://free-management-ebooks.tradepub.com/free/w\\_frec09/](https://free-management-ebooks.tradepub.com/free/w_frec09/)

"Why Teams Underperform- Developing Your Leadership Skills"

[https://free-management-ebooks.tradepub.com/free/w\\_frec10/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_frec10/prgm.cgi?a=1)

## Core Values 2

*Understands that all key decisions in the organization must be based upon what will ultimately achieve the mission of the organization. Also understands that team members must constantly adapt their behaviors to achieve the mission of the organization. Committed to ensuring that all employees, regardless of limitations, are entitled to develop their unique strengths and talents within the organization. Believes that no matter how significant the gains may be, ultimately in terms of employee contributions, there is always room for continued progress.*

### Key Actions

- **Openly discloses**—Shares information about oneself with others, acknowledging strengths as well as vulnerabilities; declares firm principles, values, motives, and intentions; represents information accurately and completely.
- **Stays true to self**—Acts in accordance with one’s own values, standards, and beliefs even when under pressure; ensures that words and actions are consistent across situations.
- **Acts with integrity**—Adheres to moral, ethical, and professional standards, regulations, and organizational policies; keeps commitments to promised actions.
- **Fosters developmental relationships**—Helps people feel valued and included in coaching and development discussions by expressing confidence in their ability to excel, maintaining their self-esteem, empathizing, and disclosing own position.
- **Identifies opportunities**—Reviews processes to determine any gaps between current outputs and expected requirements.

### Learning Resources



#### Webinars:

[“The B-Word: Finding the Line Between Boss and Bossy”](https://www.ccl.org/webinars/the-b-word-finding-the-line-between-boss-and-bossy/)

<https://www.ccl.org/webinars/the-b-word-finding-the-line-between-boss-and-bossy/>

[“Humility”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Avoiding Unconscious Bias at Work”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>



#### Videos:

[“Acting With Integrity”](https://www.youtube.com/watch?v=VSFtKgH7nsA)

<https://www.youtube.com/watch?v=VSFtKgH7nsA>

[“15 How Can We Identify Opportunities”](https://www.youtube.com/watch?v=LNSEQjRx9E)

<https://www.youtube.com/watch?v=LNSEQjRx9E>

[“5 Important Leadership Core Values”](https://www.youtube.com/watch?v=QjpWIMLiZak)

<https://www.youtube.com/watch?v=QjpWIMLiZak>

“10 Ways to Have a Better Conversation”

[https://www.ted.com/talks/celeste\\_headlee\\_10\\_ways\\_to\\_have\\_a\\_better\\_conversation#t-440804](https://www.ted.com/talks/celeste_headlee_10_ways_to_have_a_better_conversation#t-440804)



**Articles:**

“Self-Awareness and the Effective Leader”

<https://www.inc.com/resources/leadership/articles/20071001/musselwhite.html>

“Be True to Yourself!”

<https://www.essentiallifefskills.net/betrueyourself.html>

“5 Essential Behaviors You Need to Maintain Your Integrity as a Leader”

<https://www.inc.com/christina-lattimer/5-essential-behaviors-you-need-to-maintain-your-integrity-as-a-leader.html>

“Your Workplace Relationships Can Make You a Great Leader”

<https://crestcom.com/blog/2017/05/09/your-workplace-relationships-can-make-you-a-great-leader/>

“Core Leadership Values”

<https://masonleads.gmu.edu/about-us/core-leadership-values/>



**Books:**

[Aligned: Connecting Your True Self with the Leader You’re Meant to Be, Hortense le Gentil](#)

[The Value of Core Values: Five Keys to Success through Values-Centered Leadership](#)

[From Values to Action: The Four Principles of Values-Based Leadership](#)



**E-Books:**

“Leaders on Ethics: Real-World Perspectives on Today’s Business Challenges

<https://archive.org/details/leadersonethicsr0000unse>

“Leadership Values and Values Based Leadership: What is the Main Focus?”

[file:///C:/Users/melisa.kadiric/Downloads/Leadership\\_Values\\_and\\_Values\\_Based\\_Leadership\\_What.pdf](file:///C:/Users/melisa.kadiric/Downloads/Leadership_Values_and_Values_Based_Leadership_What.pdf)

“Leadership & The Power of Self-Awareness”

[https://giant.nyc3.cdn.digitaloceanspaces.com/store/afed65172fe8c9007f35a074a6e70585.pdf?X-Amz-Algorithm=AWS4-HMAC-SHA256&X-Amz-Credential=EOXRQAOO7ULYDRAQGR53%2F20200902%2Fnyc3%2Fs3%2Faws4\\_request&X-Amz-Date=20200902T182239Z&X-Amz-Expires=900&X-Amz-SignedHeaders=host&X-Amz-Signature=c28c34c508e11b5006fbda1d6dfa1c6618c33afe1a797182134664919be1311](https://giant.nyc3.cdn.digitaloceanspaces.com/store/afed65172fe8c9007f35a074a6e70585.pdf?X-Amz-Algorithm=AWS4-HMAC-SHA256&X-Amz-Credential=EOXRQAOO7ULYDRAQGR53%2F20200902%2Fnyc3%2Fs3%2Faws4_request&X-Amz-Date=20200902T182239Z&X-Amz-Expires=900&X-Amz-SignedHeaders=host&X-Amz-Signature=c28c34c508e11b5006fbda1d6dfa1c6618c33afe1a797182134664919be1311)

## Courage 2

*Proactively confronting difficult issues; making valiant choices and taking bold action in the face of opposition or fear.*

### Key Actions

- **Takes a stand**—Challenges popular values, opinions, and decisions to ensure that actions taken are in the organization's best interests; diplomatically says what needs to be said even in the face of pressure or conflict; offers direct and candid feedback.
- **Initiates bold action**—Takes critical action to achieve breakthrough results despite the uncertainty of outcomes; confronts difficult problems early.
- **Takes personal accountability**—Accepts personal risks and/or consequences of failure and persists even in the face of opposition or fear.

### Learning Resources



## Creating a Culture of Trust <sup>3</sup>

*Fostering a work environment that encourages people to act with integrity and treat each other and their ideas with respect; creating and protecting a high-trust environment by setting an example, advocating for others in the face of challenge, removing barriers to trust, and rewarding others for demonstrating behaviors that cultivate trust.*

### Key Actions

- **Demonstrates personal integrity**—Sets an example for others by being honest, keeping commitments, and behaving consistently; keeps sensitive information confidential; adheres to moral, ethical, and professional standards, regulations, and organizational policies.
- **Encourages disclosure**—Shares feelings, intentions, rationale, and experiences so that others understand personal positions and feel comfortable doing the same; admits mistakes; creates a safe environment for disclosure by asking for others' thoughts and feelings, empathizing with their concerns, and rewarding them for sharing; confronts negative reactions to others' disclosures that jeopardize open communication.
- **Facilitates an open exchange of ideas**—Listens and objectively considers others' ideas and perspectives while encouraging others to do the same; rewards others for contributing ideas and building on others' ideas; confronts negative reactions to other's ideas that jeopardize this open exchange.
- **Advocates for others**—Communicates confidence in others' ability to succeed; gives proper credit for others' contributions; stands up for deserving others and their ideas even in the face of resistance or challenge; treats people with dignity, respect, and fairness.

### Learning Resources

## Creating a Service Reputation 4

*Crafting and implementing service practices that meet customers' and own organization's needs; responding quickly to resolve difficult customer situations and regain customer confidence.*

### Key Actions

- **Seeks to understand customer issues**—Actively seeks information to understand customer circumstances, problems, expectations, and needs.
- **Establishes service practices**—Institutes systems, processes, and procedures to ensure customer satisfaction and to prevent service issues from occurring; promotes customer service as a value.
- **Resolves customer issues**—Responds quickly to address customer problems; generates mutually beneficial solutions or alternatives; avoids over-commitments; gains customer agreement to proposed solution.
- **Assures customer satisfaction**—Makes sure that customer solutions, practices, and procedures are carried out and achieve their objectives.

### Learning Resources

## Creating an Inclusive Environment <sup>3</sup>

*Making decisions and initiating action to ensure that business unit policies and practices leverage the capabilities and insights of individuals with diverse backgrounds, cultures, styles, abilities, and motivation.*

### Key Actions

- **Seeks understanding**—Gathers information to learn more about people from other cultures and backgrounds (i.e., their special issues, social norms, decision-making approaches, and preferences).
- **Uses diversity as an advantage**—Seeks out and uses ideas, opinions, and insights from diverse sources and individuals; optimizes effectiveness by aligning individuals' unique talents and abilities with the most relevant activities or responsibilities.
- **Conveys respect**—Uses language and behavior that consistently reflect and enhance the dignity of diverse customers, partners, and employees; takes actions that show consideration for cultural concerns and expectations; continually examines own biases and behaviors to avoid stereotypical responses.
- **Champions diversity**—Advocates the value of diversity; takes action to increase diversity in the workplace (e.g., by recruiting and developing people with varied backgrounds and from different cultures); confronts racist, sexist, or inappropriate behavior; challenges exclusionary organizational practices.

### Learning Resources

## Creating Demand Through Insight <sup>3</sup>

*Identifying the targeted account's business challenges and needs, and their probable causes; providing and provoking convincing insights that compel decision makers to discover or reconsider unrecognized problems and opportunities and the value of addressing them with new solutions to achieve better long term results (e.g., profitability, revenue, and market share).*

### Key Actions

- **Gathers intelligence on business challenges**—Gathers latest information (e.g., through networking, research, and social media) about targeted or assigned account's industry, competitive and economic environment, global/regional needs, and the organization's value proposition.
- **Identifies key business challenges**—Based on analysis, determines the key business issues that might affect the account's growth, efficiency, productivity, competitiveness, influential decision makers, and the impact of products and services.
- **Enhances understanding**—Through discussions with decision makers, uncovers their view of business challenges and causes for shortfalls and opportunities; explores the customer's current approach to addressing these challenges.
- **Reframes business challenges**—Asks provocative questions and offers insights with compelling rationale that raise doubts about the customer's current strategies and lead them toward one's products and services; leverages data that compels influential decision makers to recognize the risks of inaction and the potential value of a new solution.
- **Manages constructive tension**—Tactfully challenges the customer's current approach while acknowledging the customer's concerns and allaying fears; champions the value of a new approach to help the customer overcome resistance to change.

### Learning Resources

## Cultivating Clinical and Business Partnerships <sup>3</sup>

*Initiating and maintaining strategic relationships with stakeholders inside and outside the health system (e.g., physicians, cross-functional partners, payers, suppliers, community representatives) to advance clinical and business goals.*

### Key Actions

- **Identifies partnership opportunities**—Scans the internal and external environment to identify the clinical and business relationships that should be initiated or improved to achieve business goals.
- **Reaches out**—Initiates collaborative relationships with key clinical and business stakeholders; cultivates an active network of those with the knowledge and influence to advance clinical and business goals.
- **Supports partners**—Offers valuable information and resources to clinical and business partners; works together with partners to create win-win outcomes.

### Learning Resources

## Cultivating Networks and Partnerships <sup>3</sup>

*Initiating and maintaining strategic relationships with stakeholders and potential partners inside and outside the organization (e.g., customers, peers, cross-functional partners, external vendors, and alliance partners) who are willing and able to provide the information, ideas, expertise, and/or influence needed to advance understanding of business issues and achieve business goals.*

### Key Actions

- **Identifies partnership opportunities**—Creates a networking plan; scans the internal and external environment to identify the relationships that should be initiated or improved to achieve business goals.
- **Reaches out**—Initiates collaborative relationships with targeted stakeholders and potential business partners; involves business partners to help make decisions and complete tasks.
- **Expands mindset**—Offers a broad organizational perspective that goes beyond the goals of one's immediate business unit or work role; questions assumptions about existing relationships; demonstrates flexibility when forming and adjusting partnerships to achieve broader goals; shows willingness to work across current boundaries.
- **Strengthens partnerships**—Offers support, information, and resources to network partners; follows up on relationships to keep them active.

### Learning Resources

## Customer Focus 4

*Ensuring that the (internal or external) customer's perspective is a driving force behind strategic priorities, business decisions, organizational processes, and individual activities; crafting and implementing service practices that meet customers' and own organization's needs; promoting and operationalizing customer service as a value.*

### Key Actions

- **Seeks to understand customers**—Actively gathers and leverages information to understand current and emerging customer business priorities, problems, expectations, and needs; seeks customer feedback and suggestions for improving products and services.
- **Identifies customer service issues**—Identifies barriers that affect customer service and retention.
- **Drives customer-focused practices**—Uses understanding of customer needs to institute processes, procedures, partnerships, performance expectations, and training that will improve customer satisfaction and prevent service issues from occurring.
- **Assures customer satisfaction**—Sets priorities and makes decisions that consider customer impact; measures customer satisfaction and retention to ensure that customer solutions, practices, and procedures are carried out and achieve their objectives.

### Learning Resources



#### Webinars:

[“Empathy”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Prioritization”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Creating Time In Your Day”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“How to Customize Customer's Experience”](#)

[https://www.qualtrics.com/events/sessions-customer-experience/session-3-customize-customer-experiences/?utm\\_lp=resource-card](https://www.qualtrics.com/events/sessions-customer-experience/session-3-customize-customer-experiences/?utm_lp=resource-card)

[“5 Unexpected Steps to Improving Customer Experience”](#)

<https://www.qualtrics.com/events/webinar-jeanne-bliss/>



#### Videos:

[“The Importance of Empathy in the Workplace”](#)

<https://www.youtube.com/watch?v=qjxdU6npsc4>

"How to Meet or Exceed Customer Expectations"

[https://www.youtube.com/watch?v=k\\_c9SMHT4I](https://www.youtube.com/watch?v=k_c9SMHT4I)

"Managing Customer Expectations: Do Not Over Promise and Under Deliver"

[https://www.youtube.com/watch?v=D0IrdFD\\_CaU](https://www.youtube.com/watch?v=D0IrdFD_CaU)

"Five Ways to Create Customer Loyalty- CX Lesson"

<https://www.youtube.com/watch?v=XwcWJu5FYTI>



**Article:**

"10 Strategies for Building Confidence in Others"

<https://leadershipfreak.blog/2012/05/02/10-strategies-for-building-confidence-in-others/>

"30 Quick Way to Improve Work Performance and Quality"

<https://www.samewave.com/posts/7-ways-to-improve-work-performance>

"7 Ways to Exceed Customer Expectations"

<https://www.31west.net/blog/7-ways-exceed-customer-expectations/>

"Listening to Customers Yields Success"

<https://www.forbes.com/sites/alanhall/2013/05/17/listening-to-customers-yields-success/#68a33ee97014>

"The Best Way to Understand Your Customers"

<https://hbr.org/2009/03/the-best-way-to-understand-you>



**Books:**

[Empathetic Leadership: 47 Practical Tips for Leading with Kindness, Courage, and Confidence in an Age of Disruption, Michael Brisciana](#)

[Accountability: Taking Ownership of Your Responsibility, Henry Browning](#)

[Great at Work: The Hidden Habits of Top Performers; Morten T. Hansen](#)

[How Customers Think: Essential Insights Into the Mind of the Market; Gerald Zaltman](#)



**E-Books:**

"Your Customer Engagement Handbook"

<https://www.higherlogic.com/lp/the-customer-engagement-playbook/>

"The ultimate guide to improving customer loyalty"

<https://www.qualtrics.com/ebooks-guides/improve-customer-loyalty/>

"Developing Emotional Intelligence"

[https://free-management-ebooks.tradepub.com/free/w\\_frec124/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_frec124/prgm.cgi?a=1)



## Customer Orientation 4

*Placing a high priority on the (internal or external) customer's perspective when making decisions and taking action; implementing service practices that meet the customers' and own organization's needs.*

### Key Actions

- **Seeks to understand customers**—Actively gathers information to understand customer circumstances, problems, expectations, and needs.
- **Recognizes customer service issues**—Identifies barriers that affect customer service and retention; communicates concerns and recommendations to others.
- **Implements customer-focused practices**—Uses understanding of customer needs and the organization's customer service practices to set priorities, make decisions, and take action that create customer satisfaction and prevent service issues from occurring.
- **Checks for customer satisfaction**—Follows up to ensure intended actions are accomplished and results are achieved; checks for customer satisfaction and seeks suggestions for improvement.

### Learning Resources

## Decision Making <sup>3</sup>

*Committed to making objective decisions in a manner that seeks input and insights from team members affected by the decisions. Applies many interactive strategies in order to arrive at quality, logical, and responsible decisions for the organization. After decisions are made, remains open to adjustments in the implementation process that ensures high success for the future of the organization.*

### Key Actions

- **Identifies problems and opportunities**—Recognizes problems and opportunities and determines whether action is needed.
- **Gathers information**—Recognizes the need for and collects information to better understand problems and opportunities.
- **Interprets information**—Integrates information from a variety of sources to detect trends, associations, and cause-effect relationships.
- **Generates alternatives**—Creates relevant options for addressing problems and opportunities that will achieve desired outcomes.
- **Evaluates alternatives and risks**—Assesses options against clear decision criteria while considering implications and consequences.
- **Chooses an effective option**—Selects the most viable option from a set of alternatives.
- **Commits to action**—Implements decisions or initiates action with appropriate urgency.
- **Considers others' perspectives**—Involves others throughout the decision-making process to obtain better information, generate alternatives, and ensure buy-in to the resulting decisions; builds consensus when appropriate.

### Learning Resources



#### Webinars:

[“Jain and Sharma’s BADIR™ Framework”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Reactive Decision Making”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“The Practice of Risk-Based Decision Making”](#)

<https://www.youtube.com/watch?v=O9wIkOBtSAA>

[“Lafley and Martin’s Five-Step Strategy Model”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

 **Videos:**

"How to Make a Decision"

<https://www.youtube.com/watch?v=okdsAZUTJ94>

"How To Make Hard Choices | Ruth Chang"

<https://www.youtube.com/watch?v=8GQZuzIdeQQ>

"Decision-Making Strategies"

[https://www.youtube.com/watch?v=pPIhAm\\_WGbQ](https://www.youtube.com/watch?v=pPIhAm_WGbQ)

"Lesson 16: Evaluate Options"

<https://www.youtube.com/watch?v=rW9GNSLD6t4>



**Articles:**

"The Effective Decision"

<https://hbr.org/1967/01/the-effective-decision>

"How to Make Decisions: Making the Best Possible Choices"

[https://www.mindtools.com/pages/article/newTED\\_00.htm](https://www.mindtools.com/pages/article/newTED_00.htm)

"5 Steps to Good Decision Making"

<https://www.corporatewellnessmagazine.com/article/5-steps-to-good-decision-making>

"4 Strategic Planning Steps For Better Overall Decision Making"

<https://www.bigskyassociates.com/blog/bid/382182/4-Strategic-Planning-Steps-For-Better-Overall-Decision-Making>



**Books:**

[Strategic Decision Making: A Discovery-Led Approach to Critical Choices in Turbulent Times, Simon Haslam and Ben Shenoy](#)

[The Art of Thinking Clearly, Rolf Dobelli](#)

[Decisive: How to Make Better Choices in Life and Work, Chip Heath and Dan Heath](#)



**E-Books:**

"Great Decision-Making Skills"

<https://archive.org/details/greatdecisionmak0000brez>

"Make Confident Decisions"

<https://archive.org/details/makeconfidentdec0000mann>

"Porters Five Forces Analysis Template"

[https://free-management-ebooks.tradepub.com/free/w\\_frec211/](https://free-management-ebooks.tradepub.com/free/w_frec211/)

## Delegating <sup>4</sup>

*Identifies the core strengths and interests of each team member. Works with each team member to determine ways to help them work effectively with others in the organization. Encourages each team member to assess their strengths and interests while developing new skills to apply within their specified area of expertise.*

### Key Actions

- **Identifies opportunities to share responsibility**—Actively seeks and allocates appropriate decision making authority or task responsibility to appropriate individuals based on their abilities, availability, motivation, and development needs; considers potential positive and negative impact, business unit priorities, organizational values, and the opportunity to enhance others' knowledge and skills.
- **Clarifies performance expectations**—Clearly communicates the importance and parameters of the delegated task/responsibility, including task scope, limits of decision-making authority, performance standards, time constraints, and expected outputs and their impact (on the individual and team); identifies other's issues and concerns; summarizes to ensure shared expectations.
- **Provides support without removing task ownership**—Suggests resources and provides assistance or coaching as needed; offers timely, specific feedback to reinforce effective performance and redirect less effective performance; expresses confidence in the individual.
- **Involves others in agreements**—Generates commitment by asking for the other person's ideas when agreeing on performance expectations, resources and support needed, how results will be measured, and follow-up actions.
- **Stays informed**—Establishes procedures to remain aware of issues, follow up on action items, and track results (e.g., quality, quantity, cost, or timeliness) in areas of shared responsibility.

### Learning Resources



#### Webinars:

[“Avoiding Micromanagement”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Prioritization”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Encouraging Team Creativity”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Creating Time in Your Day”](#)

<http://training.ucptechcentral.org/supervisors/resources/>



### Videos:

"How to Delegate"

[https://www.youtube.com/watch?v=DMsHHS-Gs\\_o](https://www.youtube.com/watch?v=DMsHHS-Gs_o)

"How to Delegate Better With the 7 Delegation Levels"

<https://www.youtube.com/watch?v=VZF-G7MCSG4>

"How to Delegate-Leadership Training"

<https://www.youtube.com/watch?v=CYdOpXkPHnM>

"How to Delegate Effectively with Colin Boyd"

<https://www.youtube.com/watch?v=mOCnShqFvYk>



### Articles:

"Managers Must Delegate Effectively to Develop Employees"

<https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/pages/delegateeffectively.aspx>

"Successful Delegation: Using the Power of Other People's Help"

[https://www.mindtools.com/pages/article/newLDR\\_98.htm](https://www.mindtools.com/pages/article/newLDR_98.htm)

"8 Ways Leaders Delegate Successfully"

<https://hbr.org/2019/08/8-ways-leaders-delegate-successfully>

"How to Delegate Better and Become a Great Leader"

<https://www.entrepreneur.com/article/337355>



### Books:

[The Art of Delegation: Maximize Your Time, Leverage Others, and Instantly Increase Profits, Charles C. Malone](#)

[How to Delegate \(Essential Managers Series\), Robert Heller](#)

[Delegation & Supervision \(The Brain Tracy Success Library\), Brian Tracy](#)



### E-Books:

Successful Delegation-Developing Your Productivity Skills

[https://free-management-ebooks.tradepub.com/free/w\\_frec20/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_frec20/prgm.cgi?a=1)

Effective Delegation Skills

<https://archive.org/details/effectivedelegat0000tepp>

Empowering Employees Through Delegation

<https://archive.org/details/empoweringemploy0000nels>

## Delegating Responsibility 4 (Delegation and Empowerment)

*Identifying and leveraging opportunities to accelerate results and build capability by assigning tasks and decision-making responsibilities to individuals or teams with clear boundaries, expectations, support, and follow-up.*

### Key Actions

- **Identifies opportunities to share responsibility**—Actively seeks and allocates appropriate decision making authority or task responsibility to appropriate individuals based on their abilities, availability, motivation, and development needs; considers potential positive and negative impact, business unit priorities, organizational values, and the opportunity to enhance others' knowledge and skills.
- **Clarifies performance expectations**—Clearly communicates the importance and parameters of the delegated task/responsibility, including task scope, limits of decision-making authority, performance standards, time constraints, and expected outputs and their impact (on the individual and team); identifies other's issues and concerns; summarizes to ensure shared expectations.
- **Provides support without removing task ownership**—Suggests resources and provides assistance or coaching as needed; offers timely, specific feedback to reinforce effective performance and redirect less effective performance; expresses confidence in the individual.
- **Involves others in agreements**—Generates commitment by asking for the other person's ideas when agreeing on performance expectations, resources and support needed, how results will be measured, and follow-up actions.
- **Stays informed**—Establishes procedures to remain aware of issues, follow up on action items, and track results (e.g., quality, quantity, cost, or timeliness) in areas of shared responsibility.

### Learning Resources

## Developing Others 4 (Building Talent)

*Planning and supporting the development of individuals' knowledge, skills, and abilities so that they can fulfill current or future job responsibilities more effectively.*

### Key Actions

- **Assesses to identify goals**—Seeks and shares information from a variety of sources to identify individuals' strengths as well as growth areas; helps others set specific, challenging, and high-payoff development goals.
- **Establishes acquisition plan**—Collaboratively identifies development activities that include a variety of learning methods (e.g., formal learning, learning from others, and learning from experience); defines measures of successful skill and knowledge acquisition.
- **Creates a learning environment**—Provides opportunities and secures resources needed to support development efforts; identifies barriers to learning and offers assistance to overcome obstacles.
- **Ensures immediate learning application**—Offers own time and leverages existing network to create progressively more challenging opportunities for others to try out new knowledge and skills on the job.
- **Monitors progress**—Agrees on outcome measures for applying new skills; offers specific positive feedback and suggestions for improvement on performance related to established goals; adjusts plans to ensure development.

### Learning Resources



#### Webinar:

[“Encouraging Team Creativity”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“How to Be a More Influential Leader”](https://www.ccl.org/webinars/driving-organizational-results-how-effective-influencing-can-be-a-game-changer/)

<https://www.ccl.org/webinars/driving-organizational-results-how-effective-influencing-can-be-a-game-changer/>

[“Reverse Mentoring”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>



#### Videos:

[“Discover How to Empower Your Followers As a Leader // Lightbulb Talk #4”](https://www.youtube.com/watch?v=s_aLQih2ILM)

[https://www.youtube.com/watch?v=s\\_aLQih2ILM](https://www.youtube.com/watch?v=s_aLQih2ILM)

[“How Great Leaders Inspire Action”](https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?utm_source=tedcomshare&utm_medium=referral&utm_campaign=tedsread#t-111795)

[https://www.ted.com/talks/simon\\_sinek\\_how\\_great\\_leaders\\_inspire\\_action?utm\\_source=tedcomshare&utm\\_medium=referral&utm\\_campaign=tedsread#t-111795](https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?utm_source=tedcomshare&utm_medium=referral&utm_campaign=tedsread#t-111795)

["How to Be a Great Mentor | Kenneth Ortiz | TEDx BethanyGlobalUniversity  
https://www.youtube.com/watch?v=G3q8kEn\\_nsg](https://www.youtube.com/watch?v=G3q8kEn_nsg)

["Mentoring: How to Be an Effective Mentor- Golden Nugget #6"  
https://www.youtube.com/watch?v=3dD2VCsPrsq](https://www.youtube.com/watch?v=3dD2VCsPrsq)



**Articles:**

["11 Ways Leaders Can Encourage Knowledge Sharing and Collaboration"  
https://aboutleaders.com/leadership-knowledge-sharing/#gs.fliagl](https://aboutleaders.com/leadership-knowledge-sharing/#gs.fliagl)

["Knowledge Sharing: Leveraging Trust and Leadership to Increase Team Performance"  
https://www.sesp.northwestern.edu/masters-learning-and-organizational-change/knowledge-lens/stories/2012/knowledge-sharing-leveraging-trust-and-leadership-to-increase-team-performance.html](https://www.sesp.northwestern.edu/masters-learning-and-organizational-change/knowledge-lens/stories/2012/knowledge-sharing-leveraging-trust-and-leadership-to-increase-team-performance.html)

["How to Motivate People Around You and Inspire Them"  
https://www.lifehack.org/articles/communication/7-ways-motivate-others-even-you-can.html](https://www.lifehack.org/articles/communication/7-ways-motivate-others-even-you-can.html)

["How to Motivate the Unmotivated"  
https://leadershipfreak.blog/2013/02/01/how-to-motivate-the-unmotivated/](https://leadershipfreak.blog/2013/02/01/how-to-motivate-the-unmotivated/)



**Books:**

[A Team of Leaders: Empowering Every Member to Take Ownership, Demonstrate Initiative, and Deliver Results; Paul Gustavson and Stewart Liff](#)

[Intrinsic Motivation at Work: Building Energy and Commitment; Kenneth W. Thomas](#)

[Mentoring 101: What Every Leader Needs to Know, John C. Maxwell](#)



**E-Books:**

["A Manager's Guide to Improving Workplace Performance"  
https://archive.org/details/managersguidetoi0000chev](https://archive.org/details/managersguidetoi0000chev)

["10 Ways to Motivate Your Team"  
https://free-management-ebooks.tradepub.com/free/w\\_jose03/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_jose03/prgm.cgi?a=1)

["Mentoring for Success"  
https://archive.org/details/mentoringforsucc0000wein](https://archive.org/details/mentoringforsucc0000wein)



## Driving Execution 4

*Translating strategic priorities into operational reality; aligning communication, accountabilities, resource capabilities, internal processes, and ongoing measurement systems to ensure that strategic priorities yield measurable and sustainable results.*

### Key Actions

- **Translates initiatives into actions**—Determines action steps and milestones required to implement a specific business initiative; adjusts activities or timelines as circumstances warrant.
- **Communicates to engage others**—Establishes two-way communication channels to convey business strategies and plans; engages people by helping them understand the reasons behind organizational initiatives and the value of assigned responsibilities for the individual, team, and organization.
- **Creates accountability**—Ensures that those responsible for implementing a strategic initiative have role clarity and accountability for required actions and outputs as well as the direction and authority to act in a way consistent with organizational values.
- **Ensures skills and readiness**—Identifies and develops human resource capabilities to drive specific strategies (may include training or acquisition of needed skills and knowledge).
- **Aligns systems and process**—Identifies and aligns systems and processes (e.g., compensation, decision making, resource allocation, performance management) to support implementation of specific strategies.
- **Measures progress**—Establishes criteria and systems (including lead and lag measures) to track ongoing progress toward goals; follows up on assigned responsibilities.

### Learning Resources

## Driving for Results 3

*Setting high goals for personal and group accomplishment; using measurement methods to monitor progress toward goals; tenaciously working to meet or exceed goals while deriving satisfaction from that achievement and continuous improvement.*

### Key Actions

- **Targets opportunities**—Systematically evaluates business opportunities, targeting those with the greatest potential for producing positive business results.
- **Establishes stretch goals**—Establishes challenging goals for self and others that are designed to achieve exceptional business results.
- **Achieves goals**—Works tenaciously to overcome obstacles and to meet or exceed goals; derives satisfaction from achieving stretch goals.
- **Stays focused**—Remains self-disciplined; measures progress and evaluates results; reprioritizes as appropriate; prevents irrelevant issues or distractions from interfering with timely completion of important tasks.

### Learning Resources



#### Webinars:

[“Avoiding Micromanagement”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Prioritization”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Creating Time in Your Day”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Developing Personal Accountability”](#)

<http://training.ucptechcentral.org/supervisors/resources/>



#### Videos:

[“How to Delegate”](#)

[https://www.youtube.com/watch?v=DMsHHS-Gs\\_o](https://www.youtube.com/watch?v=DMsHHS-Gs_o)

[“How to Delegate Better With the 7 Delegation Levels”](#)

<https://www.youtube.com/watch?v=VZF-G7MCSG4>

[“How to Prioritize Tasks Effectively: Get Things Done”](#)

<https://www.youtube.com/watch?v=czh4rmk75jc>

"Prioritize Like a Genius"

<https://www.youtube.com/watch?v=czh4rmk75jc>

"How to Stay Focused"

<https://www.youtube.com/watch?v=WhbYBb0huMs>



**Articles:**

"Responsibility in the Workplace"

<https://www.linkedin.com/pulse/responsibility-workplace-jason-armstrong>

"Professionalism: Personal Responsibility"

<https://www.conovercompany.com/professionalism-personal-responsibility/>

"8 Tips to Structure Your Workday For Increasing Productivity"

<https://magazine.startus.cc/8-tips-to-structure-your-workday-for-increasing-productivity/>



**Books:**

[9 Things Successful People Do Differently, Heidi Grant Halvorson](#)

[Inspiring Accountability in the Workplace: Unlocking the Brian's Secrets to Employee Engagement, Accountability, and Results; Elaina Noell](#)

[Getting Things Done, David Allen](#)

[Deep Work: Rules for Focused Success in a Distracted World, Cal Newport](#)



**E-Books:**

How to Handle Responsibility

<https://archive.org/details/howtohandlerespo00nels/mode/2up>

I Am Accountable: Ten Choices that Create Deeper Meaning in Your Life, Your Organization, and Your World

<https://www.kobo.com/us/en/ebook/i-am-accountable>

"Effective Goal Setting"

<http://www.free-management-ebooks.com/dldebk/dlpr-goal.htm>

"Managing Interruptions"

<http://www.free-management-ebooks.com/dldebk/dlpr-interruptions.htm>

## Driving Innovation 3

*Creating an environment (culture) that inspires people to generate novel solutions with measurable value for existing and potential customers (internal or external); encouraging experimentation with new ways to solve work problems and seize opportunities that result in unique and differentiated solutions.*

### Key Actions

- **Inspires curiosity**—Encourages others to ask provocative questions to understand the assumptions and rationale underlying current practices and consider stakeholders' needs before moving to problem solving; guides others to discover the full array of stakeholders' (e.g., internal partners, suppliers, and customers) needs, concerns, and desires to unlock new opportunities for innovation.
- **Challenges current thinking**—Drives others to explore alternative ways to view and solve problems and achieve results; provides tools and opportunities for brainstorming to encourage idea generation; leverages diverse cross-functional sources for inspiration.
- **Supports experimentation**—Encourages others to test promising ideas and take risks with new approaches; empowers those who want to implement new solutions with decision making authority; rewards attempts at innovation, whether successful or unsuccessful.
- **Advances ideas to the next stage**—Assertively advocates the merits of others' ideas to higher levels of management to secure the time and resources needed (e.g., money, training, tools, and access to colleagues) to further develop and operationalize their ideas.

### Learning Resources

## Driving Successful Customer Engagements 4

*Taking action to ensure the internal and customer teams share information and collaborate with each other effectively to deliver the desired results; creating buy-in and enthusiasm to ensure a successful partnership between the organization's team and the customer.*

### Key Actions

- **Identifies resource needs**—Suggests criteria for selecting the best resources to support customer engagements.
- **Prepares internal partners**—Coaches and advises internal partners on the customer's requirements, needs, concerns, and mode of operating; transitions accountability for day-to-day customer support from sales to appropriate partners.
- **Establishes partnerships**—Facilitates customer and internal partnerships by sharing information and insights about the partners; plans introductions and initial discussions; highlights issues of importance to both parties.
- **Maintains momentum and engagement**—Builds commitment and enthusiasm for customers and internal partners to work together to implement win-win solutions that meet own organization's and customer's needs; removes obstacles to successful partnerships.

### Learning Resources

## Earning Trust <sup>3</sup>

*Gaining others' confidence by acting with integrity and following through on commitments while disclosing own positions; treating others and their ideas with respect and supporting them in the face of challenge.*

### Key Actions

- **Acts with integrity**—Demonstrates honesty; keeps commitments made to others; behaves in a consistent manner; keeps sensitive information confidential; adheres to moral, ethical, and professional standards, regulations, and organizational policies.
- **Discloses own positions**—Shares thoughts, feelings, experiences, and rationale so that others understand personal positions and feel comfortable sharing similar information; admits mistakes.
- **Remains open to ideas**—Listens to others and objectively considers their ideas and opinions, even when they conflict with own.
- **Values others**—Gives credit to others for their contributions; stands up for deserving others and their ideas even in the face of resistance or challenge; shows empathy and offers reassurance in response to others' concerns; treats people with dignity, respect, and fairness.

### Learning Resources



#### Webinars:

"Humility"

<http://training.ucptechcentral.org/supervisors/resources/>

"Avoiding Unconscious Bias at Work"

<http://training.ucptechcentral.org/supervisors/resources/>

"Empathy"

<http://training.ucptechcentral.org/supervisors/resources/>

"Empathy and Inclusion in the Workplace: Imperatives for Your Diversity Initiatives"

<https://www.ccl.org/webinars/empathy-and-inclusion-in-the-workplace/>

#### Videos:



"5 Steps for Building Trust in the Workplace (Including Trust Building Activities)"

<https://www.youtube.com/watch?v=NMqSVhwTKfs>

"Workplace Trust and Transparency | Ben Hempstead | TEDx SnolsleLibraries"

<https://www.youtube.com/watch?v=r540VOIVufc>

"How to Build (and Rebuild) Trust | Frances Frei"

<https://www.youtube.com/watch?v=pVeq-0dlqpk>

"How to Build Trust and Relationships"

<https://www.youtube.com/watch?v=wtNOq1Bwtt4>

"Building Trust | James Davis | TEDxUSU"

<https://www.youtube.com/watch?v=s9FBK4eprmA>



#### **Articles:**

"12 Practical Ways to Build Trust at Work"

<https://blog.jostle.me/blog/ways-to-build-trust-at-work>

"Building Relationships at Work: How to Trust and Be Trusted"

<https://www.bizlibrary.com/blog/self-development/building-work-relationships/>

"How to Build Trust at Work"

<https://www.monster.com/career-advice/article/6-steps-to-building-trust-in-the-workplace-hot-jobs>

"Integrity: Definition and Examples"

<https://www.indeed.com/career-advice/career-development/integrity-at-work>



#### **Books:**

[Building Trust: How to Get It! How to Keep It! , Hyler Bracey](#)

[Trust and Betrayal in the Workplace: Building Effective Relationships in Your Organization, Dennis Reina and Michelle Reina](#)

[Empathy: Why it Matters, and How to Get It; Roman Krznaric](#)



#### **E-Books:**

"Trust and Betrayal in The Workplace: Building Effective Relationships in Your Organization"

[https://play.google.com/store/books/details?pcampaignid=books\\_read\\_action&id=H5GDBAAQBAJ](https://play.google.com/store/books/details?pcampaignid=books_read_action&id=H5GDBAAQBAJ)

"Developing Emotional Intelligence"

[https://free-management-ebooks.tradepub.com/free/w\\_frec124/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_frec124/prgm.cgi?a=1)

"Decent People, Decent Company: How to Lead With Character at Work and in Life"

<https://archive.org/details/decentpeopledece0000turk>

"Becoming a Trustworthy Leader: Psychology and Practice"

<https://archive.org/details/becomingtrustwor0000mish?q=build+trust>

## Emotional Intelligence Essentials 3

*Establishing and sustaining trusting relationships by accurately perceiving and interpreting own and others' emotions and behavior; leveraging insights to effectively manage own responses so that one's behavior matches one's values and delivers intended results.*

### Key Actions

- **Builds self-awareness**—Demonstrates an understanding of own emotional triggers, strengths, and development needs as well as the impact of own behavior on others.
- **Maintains self-control**—Modifies behavior based on self-awareness to improve impact and build relationships.
- **Maintains or enhances self-esteem (to build social bonds)**—Helps others feel respected and appreciated by sincerely and specifically acknowledging their ideas, contributions, and achievements; offers positive feedback; focuses on facts and intentions to maintain another's self-esteem when things don't go well.
- **Listens and responds with empathy**—Demonstrates an understanding of the other person's situation by acknowledging both the facts and the feelings (positive or negative) they are expressing.
- **Asks for help and encourages involvement (to enhance collaboration)**—Asks for others' opinions and ideas to gain their commitment and encourage responsibility; unleashes ideas through questioning.
- **Shares thoughts, feelings, and rationale (to build trust)**—Appropriately and honestly discloses feelings and insights to build trust; own ideas supplement - not replace - others' ideas; shares the "why" behind decisions, ideas, or changes.
- **Provides support without removing responsibility (to build ownership)**—Offers help while building the other person's sense of task ownership; resists taking over; boosts confidence that the other person can successfully complete the task.
- **Facilitates discussions**—Conducts productive and efficient discussions by clarifying the situation, discussing and developing ideas, and agreeing on next steps (i.e., uses the Interaction Guidelines: Open, Clarify, Develop, Agree, and Close).

### Learning Resources



## Empathy <sup>2</sup>

*Quickly identifying with people on an emotional level. Able to create joys and triumphs in the lives of others. People expressing emotion with this person are validated in a receptive and caring manner.*

### Key Actions

- **Builds self-awareness**—Demonstrates an understanding of own emotional triggers, strengths, and development needs as well as the impact of own behavior on others.
- **Maintains self-control**—Modifies behavior based on self-awareness to improve impact and build relationships.
- **Maintains or enhances self-esteem (to build social bonds)**—Helps others feel respected and appreciated by sincerely and specifically acknowledging their ideas, contributions, and achievements; offers positive feedback; focuses on facts and intentions to maintain another’s self-esteem when things don’t go well.
- **Listens and responds with empathy**—Demonstrates an understanding of the other person’s situation by acknowledging both the facts and the feelings (positive or negative) they are expressing.
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- **Facilitates discussions**—Conducts productive and efficient discussions by clarifying the situation, discussing and developing ideas, and agreeing on next steps (i.e., uses the Interaction Guidelines: Open, Clarify, Develop, Agree, and Close).

### Learning Resources

#### Webinars:

“Empathy”

<http://training.ucptechcentral.org/supervisors/resources/>

“Emotional Intelligence in Leadership”

<http://training.ucptechcentral.org/supervisors/resources/>

“Emotional Intelligence in Leadership: What’s Needed During Unstable Times”

<https://www.ccl.org/webinars/emotional-intelligence-in-leadership/>

## Videos:

[“Simon Sinek- Understanding Empathy”](#)

<https://www.youtube.com/watch?v=pi86Nr9Mdms>

[“The Power of Empathy for Leaders”](#)

<https://www.youtube.com/watch?v=IEb0QWkPcqs>

[“The Importance of Empathy”](#)

<https://www.youtube.com/watch?v=UzPMMSKfKZQ>

[“The Importance of Empathy in the Workplace”](#)

<https://www.youtube.com/watch?v=qjxdU6nvsc4>



## Articles:

[“Eight Ways to Improve Your Empathy”](#)

<https://andrewsobel.com/eight-ways-to-improve-your-empathy/>

[“How to Be an Empathetic Leader”](#)

<https://www.lollydaskal.com/leadership/how-to-be-an-empathetic-leader/>

[“How to Become a More Empathetic Leader”](#)

<https://www.northeastern.edu/graduate/blog/become-an-empathetic-leader/>

[“How to be More Empathetic”](#)

<https://www.nytimes.com/guides/year-of-living-better/how-to-be-more-empathetic>



## Books:

[Empathy: Why it Matters, and How to Get It; Roman Krznaric](#)

[The Emotionally Intelligent Leader, Daniel Goleman](#)

[The Empathic Leader: An Effective Management Model for Enhancing Morale and Increasing Workplace Productivity, Dr. Dwayne L. Buckingham](#)



## E-Books:

[“Developing Emotional Intelligence”](#)

[https://free-management-ebooks.tradepub.com/free/w\\_frec124/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_frec124/prgm.cgi?a=1)

[“Emotionally Intelligent Leadership”](#)

[https://archive.org/details/emotionallyintel0000shan\\_n1v6](https://archive.org/details/emotionallyintel0000shan_n1v6)

[The Empathy Project](#)

<https://www.dropbox.com/s/ghe1la8kragycki/The%20Empathy%20Project%20by%20Otti%20Jasmine.pdf?dl=0>

# Energy <sup>1</sup>

*Consistently maintaining high levels of activity or productivity; operating with vigor, effectiveness, and determination over extended periods of time.*

## Key Actions

- **Maintains stamina**—Keeps a strong work pace over time; exhibits intensity in completing work responsibilities and objectives.
- **Maintains effectiveness**—Performs demanding work effectively; retains the capacity for effective action or accomplishment over long periods of time.

## Learning Resources



### Webinars:

[“How to Build a Great Workplace Culture”](#)

<https://www.commpayhr.com/webinar-how-to-build-a-great-workplace-culture-2/>

[“Growth Mindset: Putting Positive Thinking Into Practice”](#)

<https://www.youtube.com/watch?v=iS7qMO5zmvE>

[“Humility”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Prioritization”](#)

<http://training.ucptechcentral.org/supervisors/resources/>



### Videos:

[“12 Unbeatable Ways to Develop a Positive Attitude”](#)

<https://www.youtube.com/watch?v=GeAZdp5sj9Q>

[“How to Have a Positive Attitude”](#)

<https://www.youtube.com/watch?v=IJRqrHJ-L9s>

[“15 How Can We Identify Opportunities”](#)

<https://www.youtube.com/watch?v=LNSEQjRx9E>

[“How to Delegate Better With the 7 Delegation Levels”](#)

<https://www.youtube.com/watch?v=VZF-G7MCSG4>

[“How to Prioritize Tasks Effectively: Get Things Done”](#)

<https://www.youtube.com/watch?v=czh4rmk75jc>

 **Articles:**

"Developing a Positive Attitude"

<https://www.clarke.edu/campus-life/health-wellness/counseling/articles-advice/developing-a-positive-attitude/>

"10 Tips for Maintaining a Positive Attitude"

<https://www.indeed.com/career-advice/career-development/how-to-keep-a-positive-attitude>

"Self-Awareness and the Effective Leader"

<https://www.inc.com/resources/leadership/articles/20071001/musselwhite.html>

"Professionalism: Personal Responsibility"

<https://www.conovercompany.com/professionalism-personal-responsibility/>

 **Books:**

[The Attitude Book: 50 Ways to Positively Affect Your Life and Work, Simon Tyler](#)

[Positivity: A Step Beyond Positive Thinking; Matt Morris](#)

[The Value of Core Values: Five Keys to Success through Values-Centered Leadership](#)

[From Values to Action: The Four Principles of Values-Based Leadership](#)

 **E-Books:**

I Am Accountable: Ten Choices that Create Deeper Meaning in Your Life, Your Organization, and Your World

<https://www.kobo.com/us/en/ebook/i-am-accountable>

"Effective Goal Setting"

<http://www.free-management-ebooks.com/dldebk/dlpr-goal.htm>

"Success Through a Positive Mental Attitude"

<https://archive.org/details/successthroughpo2007hill>

"Positive Attitudes at Work"

<https://archive.org/details/positiveattitude0000ferr>

## Entrepreneurship 2

*Using own understanding of key market drivers to create and seize business opportunities, expand into new markets, and launch new products, services, and/or profitable endeavors.*

### Key Actions

- **Identifies key market drivers**—Continually scans the market and shows understanding of the key market drivers and emerging trends (e.g., technology, competition, pricing, and customer needs).
- **Energetically pursues profitable business ventures**—Aggressively develops new business opportunities with the greatest potential for competitive advantage, market penetration, revenue generation, and financial viability; targets business opportunities that align with organizational priorities and resource realities.
- **Takes calculated risks**—Offers fresh ideas and/or novel approaches to create greater market value and brand differentiation.

### Learning Resources

## Establishing Customer Value 4

*Establishing service practices, feedback opportunities, and measurement methods to ensure and demonstrate product/service impact on customer results and ROI.*

### Key Actions

- **Establishes service practices**—Establishes processes and procedures that ensure customer satisfaction and prevent service or partnership issues from arising; promotes customer service as a value.
- **Establishes lead measures of satisfaction and results**—Establishes methods to stay informed about progress, results, and customers' views of the partnership during project implementations; uses data to understand and effectively address product or service issues.
- **Seeks customer feedback**—Proactively seeks customers' views on products/services and their uses.
- **Demonstrates business impact**—Establishes or recommends lag indicators (metrics and success stories) to demonstrate and communicate the value of the solution for improved decision making, business results, and other ROI outcomes.

### Learning Resources

## Establishing Strategic Direction 3

*Establishing and committing to a long-term business direction based on an analysis of systemic information and consideration of resources, market drivers, organizational values, and emerging economic, technological, and regulatory conditions.*

### Key Actions

- **Seeks perspective**—Gathers the information needed to create a sound strategy; pursues required information by asking relevant questions and verifying assumptions.
- **Analyzes information**—Analyzes qualitative and quantitative data to define the most relevant organizational problems and opportunities; compares, contrasts, and combines information to understand system interdependencies, systemwide trends, issues, and cause-effect relationships.
- **Determines strategic priorities**—Generates options to achieve a long-range goal or vision; develops decision criteria considering relevant factors (e.g., costs, benefits, buy-in, and risks) and the strategy's potential impact on the business; focuses effort and resources on the strategic priorities with the greatest potential for positive impact.
- **Outlines strategic plan**—Identifies how the strategic direction will be achieved by setting short and long-term goals and objectives; specifies plans to close current gaps, adjusting priorities as circumstances change.

### Learning Resources

## Execution 4

*Ensuring others contribute to organization strategies by focusing them on the most critical priorities, measuring progress, and ensuring accountability against those metrics.*

### Key Actions

- **Maintains focus**—Identifies and emphasizes critical priorities to ensure time (team and own) and energy are aligned with important organization goals despite daily distractions.
- **Measures progress and outcome**—Identifies objective, actionable, and quantifiable progress and outcome measures; tracks and broadcasts progress and accomplishments.
- **Ensures accountability**—Assigns priorities and reinforces individual responsibility for each progress measure; communicates the consequences for meeting or not meeting expectations; identifies measures that are on track and those that are most at risk; addresses skill gaps.

### Learning Resources



# Expanding and Advancing Opportunities 4

## (Advancing Sales Discussions)

*Leading discussions with influential decision makers that progress the sale by effectively clarifying information, offering insights, addressing objections, and gaining agreement to move to the next step in the buying process.*

## Key Actions

- **Develops meeting plan and sets expectations**—Plans specific customer communications to maintain momentum and enhance decision maker interest in proposed solutions; explains the purpose, importance, and goals of each discussion.
- **Deepens understanding**—Enhances decision makers' understanding and own credibility by clarifying information gaps and areas that might be confusing; explores and actively reflects decision makers' views; offers insights and explores unmet or unrecognized needs; quickly picks up on and responds to customers' emotional cues by adapting own approach.
- **Anticipates objections**—Proactively addresses concerns and removes barriers to taking action; tactfully defers price or scope discussions until value is fully established.
- **Advances the sale**—Builds agreement on outcomes and actions to move to the next step in the buying process; assertively requests meetings with others who can influence buying decisions; persists in requesting the desired outcome, where appropriate; closes the sale at a well-suited time.

## Learning Resources



### Webinars:

"How to Customize Customer's Experience"

[https://www.qualtrics.com/events/sessions-customer-experience/session-3-customize-customer-experiences/?utm\\_lp=resource-card](https://www.qualtrics.com/events/sessions-customer-experience/session-3-customize-customer-experiences/?utm_lp=resource-card)

"Lead With That: What the Suez Canal Can Teach Us About Accountability and Resilience"

<https://www.ccl.org/podcasts/what-the-suez-canal-can-teach-us-about-accountability-and-resilience/>

"Prioritize Your People-Best Practices For Effective Resource Allocation"

<https://go.keyedin.com/projects/webinar/prioritize-your-people>

"How to Read and Understand Financial Statements for your Nonprofit Organization"

<https://www.youtube.com/watch?v=SiautYaM944>



### Videos:

"Project Management: How to Manage Resources"

<https://www.youtube.com/watch?v=CxapGqlh3Fg>

"21- The Importance and Use of Budgets Within an Organization"

<https://www.youtube.com/watch?v=nS58YW1NFbE>

“How to Prioritize Tasks Effectively: GET THINGS DONE”

<https://www.youtube.com/watch?v=czh4rmk75jc>

“How to Meet or Exceed Customer Expectations”

[https://www.youtube.com/watch?v=k\\_c9SMHT4I](https://www.youtube.com/watch?v=k_c9SMHT4I)

 **Articles:**

“30 Quick Way to Improve Work Performance and Quality”

<https://www.samewave.com/posts/7-ways-to-improve-work-performance>

“7 Ways to Exceed Customer Expectations”

<https://www.31west.net/blog/7-ways-exceed-customer-expectations/>

“The 6 Steps of Resource Allocation”

<https://www.projectengineer.net/the-6-steps-of-resource-allocation/>

“When to Take Initiative at Work, and When Not To”

<https://hbr.org/2019/08/when-to-take-initiative-at-work-and-when-not-to>



**Books:**

[Accountability: Taking Ownership of Your Responsibility, Henry Browning](#)

[Great at Work: The Hidden Habits of Top Performers; Morten T. Hansen](#)

[Real-Time Management of Resource Allocation Systems, Spyros A. Reveliotis](#)

[Planning For Everything: The Design of Paths and Goals; Peter Morville](#)

[Getting Things Done, David Allen](#)



**E-Books:**

Values-Based Leadership

<https://archive.org/details/valuesbasedleade00kucz/mode/2up>

Goals and Goal Setting

<https://archive.org/details/goalsgoalsetting00roui>

I Am Accountable: Ten Choices that Create Deeper Meaning in Your Life, Your Organization, and Your World

<https://www.kobo.com/us/en/ebook/i-am-accountable>

“Your Customer Engagement Handbook”

<https://www.higherlogic.com/lp/the-customer-engagement-playbook/>

## Facilitating Change <sup>3</sup>

*Encouraging others to implement better approaches to address problems and opportunities; leading the implementation and acceptance of change within the workplace.*

### Key Actions

- **Communicates what is changing and why**—Explains the business need for change and the anticipated benefits; emphasizes the impact of change on performance expectations and individual, team, and organizational results.
- **Addresses resistance**—Asks questions to uncover others' opinions and feelings about change; responds with empathy to those who experience loss or fear as a result of change by acknowledging both the situation and the emotions they express.
- **Involves others to develop a sound approach**—Seeks and uses others' ideas when implementing changes to increase collaboration, leverage their expertise, and ensure commitment to a successful implementation.
- **Provides implementation support**—Clarifies direction, specifies next incremental steps, and offers resources while holding others responsible for implementing change; confirms how to track progress and measure impact of the change.
- **Rewards change**—Recognizes and rewards associates who make contributions and take specific actions that support change; communicates confidence in other's ability to make successful changes.

### Learning Resources



#### Webinar:

"Leadership Agility in Times of Change and Crisis"

<https://www.ccl.org/webinars/leadership-agility-in-times-of-change/>

"Leading Through Change"

<https://www.ccl.org/webinars/leading-through-change/>

"Leading through Change"

<https://www.ccl.org/webinars/leading-through-change/>

"Managing Interruptions"

<http://training.ucptechcentral.org/supervisors/resources/>



#### Videos:

"Stay Focused: 11 Psychological Tips"

[https://www.youtube.com/watch?v=8RV\\_vYsHceQ](https://www.youtube.com/watch?v=8RV_vYsHceQ)

"What Are You Willing to Give up to Change The Way we Work?"

[https://www.ted.com/talks/martin\\_danoesastro\\_what\\_are\\_you\\_willing\\_to\\_give\\_up\\_to\\_change\\_the\\_way\\_we\\_work](https://www.ted.com/talks/martin_danoesastro_what_are_you_willing_to_give_up_to_change_the_way_we_work)

“5 Ways to Lead in an Era of Constant Change”

[https://www.ted.com/talks/jim\\_hemerling\\_5\\_ways\\_to\\_lead\\_in\\_an\\_era\\_of\\_constant\\_change](https://www.ted.com/talks/jim_hemerling_5_ways_to_lead_in_an_era_of_constant_change)

“Positive Attitude at Work (Stay Positive at Work)”

<https://www.youtube.com/watch?v=XBcYVKn6RKg>



#### **Articles:**

“How to Get Better at Dealing with Change”

<https://hbr.org/2016/09/how-to-get-better-at-dealing-with-change>

“How To Cope With Change In The Workplace”

<https://www.forbes.com/sites/carolinecastrillon/2020/02/26/how-to-cope-with-change-in-the-workplace/#61327974d207>

“How to Prioritize Tasks in the Workplace”

<https://www.indeed.com/career-advice/career-development/prioritize-tasks-in-the-workplace>

“8 Tips to Structure Your Workday For Increasing Productivity”

<https://magazine.startus.cc/8-tips-to-structure-your-workday-for-increasing-productivity/>



#### **Books:**

[Planning For Everything: The Design of Paths and Goals; Peter Morville](#)

[What Got You Here Won't Get You There: How Successful People Become Even More Successful; Marshall Goldsmith](#)

[Try Different, Not Harder; Karl Schoemer](#)

[Deep Work: Rules for Focused Success in a Distracted World, Cal Newport](#)



#### **E-Books:**

“Leading From Within: Building Organizational Leadership Capacity”

[https://www.iedconline.org/clientuploads/Downloads/edrp/Leading\\_from\\_Within.pdf](https://www.iedconline.org/clientuploads/Downloads/edrp/Leading_from_Within.pdf)

“Positive Attitudes at Work”

<https://archive.org/details/positiveattitude0000ferr>

“Great Days at Work: How Positive Psychology Can Transform Your Working Life”

<https://archive.org/details/greatdaysatworkh0000haze>

## Financial Acumen 4

*Utilizing financial data to diagnose business strengths and weaknesses and identify the implications for potential strategies; keeping a financial perspective in the forefront when making strategic decisions.*

### Key Actions

- **Analyzes**—Recognizes and assesses key indicators of financial health (e.g., liquidity, profitability, and productivity ratios); identifies trends from financial data; identifies and investigates gaps in financial information.
- **Integrates**—Organizes financial data from multiple sources to identify critical business issues underlying financial trends; articulates the implications of financial trends for own business unit and the broader organization; uses financial data to guide strategic and operational decision making.

### Learning Resources

## Follow-up <sup>(5)</sup>

*Monitoring the results of delegations, assignments, or projects, considering the skills, knowledge, and experience of the assigned individual and the characteristics of the assignment or project.*

### Key Actions

- **Communicates time frames**—Builds due dates into assignments and task delegations; effectively communicates milestones and expected results.
- **Gathers appropriate information**—Asks questions to obtain relevant information; convenes meetings to review progress and share information; gets feedback on results from those directly involved.
- **Evaluates results**—Meets formally with peers, associates, and others to review the results of an assignment, project, or delegated task.

### Learning Resources

## Formal Presentation 4 (Delivering High-Impact Presentations)

*Presenting ideas effectively to individuals or groups when given time to prepare; delivering presentations suited to the characteristics and needs of the audience.*

### Key Actions

- **Defines clear goals**—Establishes an objective that clearly reflects the needs of the audience (including impact on the individual, team, and organization).
- **Follows a logical sequence**—Presents main ideas that support the objective of the presentation; presents facts, evidence, and details that support the main ideas; delivers information in a logical order to aid understanding; checks for audience understanding.
- **Uses learning aids**—Uses visual aids to enhance the audience’s interest and understanding.
- **Listens and responds to questions and objections**—Involves the audience by soliciting questions and input; clarifies as needed to help achieve the goals of the session.
- **Summarizes the presentation**—Summarizes the main ideas; calls the audience to take action or make decisions where appropriate.
- **Maintains audience attention**—Keeps the audience engaged through use of techniques such as analogies, illustrations, humor, body language (e.g., eye contact and gestures), and voice inflection.
- **Conveys a professional presence**—Creates a positive impression that commands attention and respect; demonstrates self-confidence; uses correct grammar.

### Learning Resources

## Gaining Commitment 4 (Influencing)

*Using effective involvement and persuasion strategies to gain acceptance of ideas and commitment to actions that support specific work outcomes.*

### Key Actions

- **Clarifies the situation**—Uses open-ended questions to explore current issues, identify important decision makers, and understand others' goals, perspectives, and concerns; summarizes to ensure mutual understanding.
- **Shares own perspective to build trust**—Emphasizes the importance of reaching agreement and the benefits of involving others; discloses own goals, feelings, experiences, and insights at the appropriate time to encourage open discussion and build confidence in one's intentions.
- **Builds a compelling case**—Clearly communicates the benefits of accepting the idea (for the individual, team, and organization); tailors the persuasion strategy to engage individuals emotionally and rationally; leverages supporting evidence to address anticipated objections; summarizes benefits to ensure understanding.
- **Involves others in exploring solutions**—Asks for others' ideas and builds on their ideas to reach a mutually agreeable solution; seeks and respects alternative approaches and conflicting viewpoints to identify points of agreement.
- **Empathizes with others' concerns**—Listens carefully when others express positive or negative emotions; identifies the facts and emotions expressed to help others feel understood, overcome resistance, and build relationships.
- **Steers commitment to action**—Gauges the other person's readiness to commit to action; checks for common understanding of next steps, responsibilities, time frames, and tracking methods; offers time, support, and resources.

### Learning Resources



#### Webinars:

"Empathy"

<http://training.ucptechcentral.org/supervisors/resources/>

"How to Be a Positive Leader"

<http://training.ucptechcentral.org/supervisors/resources/>



#### Videos:

"The Importance of Empathy"

<https://www.youtube.com/watch?v=UzPMMSKfKZQ>

"How to Build (And Rebuild) Trust"

[https://www.ted.com/talks/frances\\_frei\\_how\\_to\\_build\\_and\\_rebuild\\_trust#t-891422](https://www.ted.com/talks/frances_frei_how_to_build_and_rebuild_trust#t-891422)



["Workplace Trust and Transparency | Ben Hempstead | TEDx SnolsleLibraries"](#)

<https://www.youtube.com/watch?v=r540VOIVufc>



**Articles:**

["Integrity: Definition and Examples"](#)

<https://www.indeed.com/career-advice/career-development/integrity-at-work>

["9 Strategies for Building Better Professional Relationships"](#)

<https://gethppy.com/workplace-happiness/building-professional-relationships>

["Eight Ways to Improve Your Empathy"](#)

<https://andrewsobel.com/eight-ways-to-improve-your-empathy/>



**Books:**

[Working Relationships: The Simple Truth About Getting Along With Friends and Foes at Work, Bob Wall](#)

[Empathy: Why it Matters, and How to Get It; Roman Krznaric](#)

[Building Trust: How to Get It! How to Keep It! , Hyler Bracey](#)



**E-Books:**

["Emotionally Intelligent Leadership"](#)

[https://archive.org/details/emotionallyintel0000shan\\_n1v6](https://archive.org/details/emotionallyintel0000shan_n1v6)

["Decent People, Decent Company: How to Lead With Character at Work and in Life"](#)

<https://archive.org/details/decentpeopledece0000turk>

["Trust and Betrayal in The Workplace: Building Effective Relationships in Your Organization"](#)

[https://play.google.com/store/books/details?pcampaignid=books\\_read\\_action&id=H5GDBAAAQBAJ](https://play.google.com/store/books/details?pcampaignid=books_read_action&id=H5GDBAAAQBAJ)

["The Influence Factor- The Journey to Discovering Your Influential Voice"](#)

[The Influence Factor, The Journey to Discovering Your Influential Voice: Ann M. Evanston:](#)

[9781935157281: Amazon.com: Books](#)

## Guiding Interactions 4

*Conducting interactions with others by clarifying the purpose, involving others in the development of ideas, and agreeing on next steps.*

### Key Actions

- **Opens**—Identifies the purpose of the discussion and why it's important to the person, team, or organization.
- **Clarifies**—Seeks and shares information about the situation/task; identifies possible barriers, issues, and concerns.
- **Develops**—Seeks and discusses ideas; explores needed resources and support.
- **Agrees**—Ensures that interactions will have value by specifying agreed actions, including contingency plans; confirms how to measure progress and results.
- **Closes**—Ends discussion by summarizing important features of the plan; checks individuals' confidence to handle the task or situation; expresses confidence in a positive outcome.
- **Checks for understanding**—Ensures everyone understands what's been discussed or agreed by asking for questions and clarifying points of confusion.
- **Makes procedural suggestions**—Offers recommendations for keeping the discussion on track and moving forward (often stated as questions).

### Learning Resources

# High-Impact Communication 5

*Clearly and succinctly conveying information and ideas to individuals and groups in a variety of situations; communicating in a focused and compelling way that drives others' thoughts and actions.*

## Key Actions

- **Delivers clear messages**—Conveys messages logically, succinctly, and at the right pace; does not digress; is in command of the message.
- **Communicates with impact**—Focuses communications to have a positive effect on others; uses forceful and compelling language and tone to stimulate others' thinking and actions; uses analogies, illustrations, or colorful expressions to create mental images; uses visual aids when appropriate to enhance impact of the content.
- **Uses language appropriately**—Uses correct grammar and punctuation; uses a format and terminology appropriate to the topic and audience.
- **Ensures understanding**—Checks the audience's understanding; presents messages in different ways to enhance their understanding.
- **Conveys a professional presence**—Exhibits a presence that commands attention and respect; demonstrates an air of self-confidence; uses correct grammar.

## Learning Resources



### Webinars:

["Encouraging Team Creativity"](#)

<http://training.ucptechcentral.org/supervisors/resources/>

["How to Communicate Organizational Uncertainty"](#)

<http://training.ucptechcentral.org/supervisors/resources/>

["Lafley and Martin's Five-Step Strategy Model"](#)

<http://training.ucptechcentral.org/supervisors/resources/>

["How to Be a Positive Leader"](#)

<http://training.ucptechcentral.org/supervisors/resources/>



### Videos:

["How Miscommunication Happens and How to Avoid It"](#)

[https://www.ted.com/talks/katherine\\_hampsten\\_how\\_miscommunication\\_happens\\_and\\_how\\_to\\_avoid\\_it](https://www.ted.com/talks/katherine_hampsten_how_miscommunication_happens_and_how_to_avoid_it)

["5 Ways to Listen Better"](#)

[https://www.ted.com/talks/julian\\_treasure\\_5\\_ways\\_to\\_listen\\_better?utm\\_campaign=tedsread&utm\\_medium=referral&utm\\_source=tedcomshare](https://www.ted.com/talks/julian_treasure_5_ways_to_listen_better?utm_campaign=tedsread&utm_medium=referral&utm_source=tedcomshare)

["How to Truly Listen"](#)

[https://www.ted.com/talks/evelyn\\_glennie\\_how\\_to\\_truly\\_listen?utm\\_campaign=tedsread&utm\\_medium=referral&utm\\_source=tedcomshare](https://www.ted.com/talks/evelyn_glennie_how_to_truly_listen?utm_campaign=tedsread&utm_medium=referral&utm_source=tedcomshare)

“Secrets of Successful Teamwork: Insights From Google”

<https://www.youtube.com/watch?v=hHlikHJV9fl>



**Articles:**

“How to Be a Great Team Player: Maximizing Your Contribution”

[https://www.mindtools.com/pages/article/newTMM\\_53.htm](https://www.mindtools.com/pages/article/newTMM_53.htm)

“How to Cooperate As a Team Member In a Workplace”

<https://smallbusiness.chron.com/cooperate-team-member-workplace-11347.html>

“Effective Communication Strategies”

<https://www.insperity.com/blog/effective-communication-strategies/>

“Five Things Leaders Can Do”

<https://hbr.org/2009/04/five-things-leaders-can-do-to>

A Communications Help Guide

<https://www.helpguide.org/articles/relationships-communication/effective-communication.htm>



**Books:**

Crucial Conversations: Tools for Talking When Stakes Are High; Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler

How to Talk to Anyone at Work: 72 Little Tricks for Big Success Communicating on the Job; Leil Lowndes

Talk Less, Say More: Three Habits to Influence Others and Make Things Happen; Connie Dieken

It's The Way You Say It: Becoming Articulate, Well-Spoken, and Clear; Carol Fleming

The Science of Effective Communication: Improve Your Social Skills and Small Talk, Develop Charisma and Learn How to Talk to Anyone; Ian Tuhovsky



**E-Books:**

“Teamwork Reimagined: The Modern Business’ Guide for Creating Better Work Relationships and Experiences”

[https://free-management-ebooks.tradepub.com/free/w\\_aaaa6835/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_aaaa6835/prgm.cgi?a=1)

“The Influence Factor- The Journey to Discovering Your Influential Voice”

The Influence Factor, The Journey to Discovering Your Influential Voice: Ann M. Evanston: 9781935157281: Amazon.com: Books

“Effective Communications”

<http://www.free-management-ebooks.com/dldebk/dlcm-effective.htm>

“Active Listening”

<http://www.free-management-ebooks.com/dldebk/dlcm-active.htm>

## Impact 2 (Executive Presence)

*Demonstrating a poised, credible, and confident demeanor that reassures others and commands respect; conveying an image that is consistent with the organization's vision and values.*

### Key Actions

- **Exudes confidence**—Exhibits a presence that demonstrates credibility, commands attention and respect, and instills confidence in one's actions and outcomes.
- **Advocates for the organization**—Champions organizational decisions and values when interacting with peers, senior management, and stakeholders; balances stakeholder interests with organizational goals.
- **Manages stress**—Remains calm, controlled, and productive when confronted by work-related stress or opposition from others; does not overreact or become defensive.
- **Adjusts smoothly**—Maintains effectiveness in varying situations and with diverse roles, responsibilities, work environments, and people.

### Learning Resources



#### Webinar:

"How to Be a Positive Leader"

<http://training.ucptechcentral.org/supervisors/resources/>

"Leading through Change"

<https://www.ccl.org/webinars/leading-through-change>

"Developing Personal Accountability"

<http://training.ucptechcentral.org/supervisors/resources/>

"Reactive Decision Making"

<http://training.ucptechcentral.org/supervisors/resources/>



#### Videos:

"How to Delegate"

[https://www.youtube.com/watch?v=DMsHHS-Gs\\_o](https://www.youtube.com/watch?v=DMsHHS-Gs_o)

"5Ways to Lead in an Era of Constant Change"

[https://www.ted.com/talks/jim\\_hemerling\\_5\\_ways\\_to\\_lead\\_in\\_an\\_era\\_of\\_constant\\_change](https://www.ted.com/talks/jim_hemerling_5_ways_to_lead_in_an_era_of_constant_change)

"Stay Focused: 11 Psychological Tips"

[https://www.youtube.com/watch?v=8RV\\_vYsHceQ](https://www.youtube.com/watch?v=8RV_vYsHceQ)

"How to Prioritize Tasks Effectively: Get Things Done"

<https://www.youtube.com/watch?v=czh4rmk75jc>

 **Articles:**

[“8 Tips to Structure Your Workday For Increasing Productivity”](https://magazine.startus.cc/8-tips-to-structure-your-workday-for-increasing-productivity/)

<https://magazine.startus.cc/8-tips-to-structure-your-workday-for-increasing-productivity/>

[“8 Ways Leaders Delegate Successfully”](https://hbr.org/2019/08/8-ways-leaders-delegate-successfully)

<https://hbr.org/2019/08/8-ways-leaders-delegate-successfully>

[“10 Tips for Maintaining a Positive Attitude”](https://www.indeed.com/career-advice/career-development/how-to-keep-a-positive-attitude)

<https://www.indeed.com/career-advice/career-development/how-to-keep-a-positive-attitude>

[“How to Achieve a Positive Attitude”](https://www.health.harvard.edu/mind-and-mood/how-to-achieve-a-positive-attitude)

<https://www.health.harvard.edu/mind-and-mood/how-to-achieve-a-positive-attitude>



**Books:**

[Dare to Lead: Brave Work. Tough Conversations. Whole Hearts. ; Brené Brown](#)

[“Yes” or “No”: The Guide to Better Decisions. Spencer Johnson](#)

[What Got You Here Won't Get You There: How Successful People Become Even More Successful; Marshall Goldsmith](#)

[Try Different, Not Harder; Karl Schoemer](#)

[The Power of Your Attitude. Stan Toler](#)



**E-Books:**

[“Building a Positive Attitude”](https://archive.org/details/buildingpositive0000wilk/page/n11/mode/2up)

<https://archive.org/details/buildingpositive0000wilk/page/n11/mode/2up>

[“The Power of a Positive Attitude: Discovering the Key to Success”](https://archive.org/details/isbn_9780814410134/mode/2up)

[https://archive.org/details/isbn\\_9780814410134/mode/2up](https://archive.org/details/isbn_9780814410134/mode/2up)

[“Leading From Within: Building Organizational Leadership Capacity”](https://www.iedconline.org/clientuploads/Downloads/edrp/Leading_from_Within.pdf)

[https://www.iedconline.org/clientuploads/Downloads/edrp/Leading\\_from\\_Within.pdf](https://www.iedconline.org/clientuploads/Downloads/edrp/Leading_from_Within.pdf)

[“Great Decision-Making Skills”](https://archive.org/details/greatdecisionmak0000brez)

<https://archive.org/details/greatdecisionmak0000brez>

[“Make Confident Decisions”](https://archive.org/details/makeconfidentdec0000mann)

<https://archive.org/details/makeconfidentdec0000mann>

## Information Monitoring <sup>4</sup> (Monitoring Information)

*Setting up ongoing procedures to collect and review information needed to manage an organization or ongoing activities within it.*

### Key Actions

- **Identifies monitoring needs**—Determines which processes or areas need to be monitored; identifies what information needs to be obtained.
- **Develops monitoring systems**—Establishes systems to monitor activities or outputs that are easy to use and that provide timely and pertinent information.
- **Implements tracking systems**—Effectively puts in place monitoring systems with minimal interruption for other organizational processes.
- **Reviews data**—Collects and reviews data on a regular basis to determine progress, anticipate needs, and make necessary adjustments to personnel or processes.

### Learning Resources

## Initiating Action 2

*Taking prompt action to accomplish work goals; taking action to achieve results beyond what is required; being proactive.*

### Key Actions

- **Responds quickly**—Takes immediate action when confronted with a problem or when made aware of a situation.
- **Takes independent action**—Implements new ideas or potential solutions without prompting; does not wait for others to take action or to request action.
- **Goes above and beyond**—Takes action that goes beyond job requirements in order to achieve results.

### Learning Resources



#### Webinars:

[“Prioritization”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Reactive Decision Making”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Developing Personal Accountability”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Monday Mindset- Calling Yourself Up Instead of Out”](#)

<https://www.giant.tv/groups/everyone/recordings/553>

[“Founders Livestream- Unlocking Your Potential”](#)

<https://www.giant.tv/groups/everyone/recordings/466>



#### Videos:

[“The Science of Taking Action | Steve Garguilo | TEDxCarthage”](#)

<https://www.youtube.com/watch?v=hn9so1zVfR0>

[“12. Go Above and Beyond”](#)

<https://www.youtube.com/watch?v=iQA-RbFn890>

[“Problem Solving at Work”](#)

<https://www.youtube.com/watch?v=L8FpU4D1z4o>

[“Solving Problems in The Workplace”](#)

<https://www.youtube.com/watch?v=diBKxd4TLdU>



#### Articles:

[“4 Ways to Go Above and Beyond at Your Job”](#)

<https://www.themuse.com/advice/4-ways-to-go-above-and-beyond-at-your-job>



"9 Tips for Taking Initiative at Work"

<https://www.indeed.com/career-advice/career-development/tips-for-taking-initiative-at-work>

"When to Take Initiative at Work, and When Not To"

<https://hbr.org/2019/08/when-to-take-initiative-at-work-and-when-not-to>

"17 Tips on How to Take Initiative at Work"

<https://www.thriveyard.com/17-tips-on-how-to-take-initiative-at-work/>



**Books:**

[The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change; Stephen R. Covey](#)

[Unstoppable: Transforming Your Mindset to Create Change, Accelerate Results, and Be the Best at What You Do; Dave Anderson](#)

[Dare to Lead: Brave Work. Tough Conversations. Whole Hearts. ; Brené Brown](#)

[The Reality-Based Rules of The Workplace: Know What Boosts Your Value, Kills Your Chances, and Will Make You Happier; Cy Wakeman](#)

[Bulletproof Problem Solving: The One Skill That Changes Everything; Charles Conn and Robert McLean](#)



**E-Books:**

## Innovation 2

*Creating novel solutions with measurable value for existing and potential customers (internal or external); experimenting with new ways to solve work problems and seize opportunities that result in unique and differentiated solutions.*

### Key Actions

- **Seeks to understand existing perspectives**—Asks provocative questions to understand current practices and the customer’s experience before moving to problem solving; seeks to understand and experience the full array of stakeholders’ (e.g., internal partners, suppliers, and customers) behavior, needs, concerns, and desires to unlock new opportunities for innovation.
- **Challenges current thinking**—Explores alternative ways to view and solve problems and achieve results; leverages innovation tools, creative processes, and diverse cross-functional experts to generate ideas; combines ideas in unique ways; makes times to incubate ideas; thoughtfully evaluates alternatives and selects best ideas for experimentation.
- **Experiments to learn**—Tries unique ways of doing things and tests promising ideas; takes advantage of opportunities to try out new solutions without close supervision; takes risks in the interest of finding a better way; learns from mistakes to refine ideas.
- **Takes action on ideas**—Communicates potential benefits of new ideas to stakeholders; identifies resources and support needed; commits to an action plan to implement new ideas.

### Learning Resources



#### Webinars:

[“Talent Conversations: How You Can Engage and Develop Your Talent”](https://www.ccl.org/webinars/talent-conversations-how-you-can-engage-and-develop-your-talent/)

<https://www.ccl.org/webinars/talent-conversations-how-you-can-engage-and-develop-your-talent/>

[“Prioritization”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Getting Used to Change: Learning”](https://www.institutelm.com/event_listing/getting-used-to-change-learning.html)

[https://www.institutelm.com/event\\_listing/getting-used-to-change-learning.html](https://www.institutelm.com/event_listing/getting-used-to-change-learning.html)

[“Motivation to Sustain Development Momentum”](https://vimeo.com/256997535)

<https://vimeo.com/256997535>



#### Videos:

[“How to Apply What You Learn”](https://www.youtube.com/watch?v=nI5NmyTtyu4)

<https://www.youtube.com/watch?v=nI5NmyTtyu4>

[“How to Use Other’s Feedback to Learn and Grow | Sheila Heen | TEDx AmoskeagMillyardWomen”](https://www.youtube.com/watch?v=FQNbaKkYk_Q)

[https://www.youtube.com/watch?v=FQNbaKkYk\\_Q](https://www.youtube.com/watch?v=FQNbaKkYk_Q)

"Transferable Skills: What Are They and How To Use Them | Indeed US"

<https://www.youtube.com/watch?v=QUBGjsM6TxI>

"12. Go Above and Beyond"

<https://www.youtube.com/watch?v=iQA-RbFn890>

 **Articles:**

"4 Ways to Go Above and Beyond at Your Job"

<https://www.themuse.com/advice/4-ways-to-go-above-and-beyond-at-your-job>

"Want to Stand Out at Work? How to Go Above and Beyond Your Job Description"

<https://www.idealists.org/en/careers/stand-out-work-above-beyond>

"12 Practical Ways to Build Trust at Work"

<https://blog.jostle.me/blog/ways-to-build-trust-at-work>

"Career Success Depends on Your Willingness to Learn"

<https://www.businessnewsdaily.com/9256-career-boost-learning.html>



**Books:**

[Dare to Lead: Brave Work. Tough Conversations. Whole Hearts. ; Brené Brown](#)

[The Leader's Guide to Mindfulness: How to Use Soft Skills to Get Hard Results, Audrey Tang](#)

[Personal Development for Smart People: The Conscious Pursuit of Personal Growth, Steve Pavlina](#)

[The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change; Stephen R. Covey](#)



**E-Books:**

"Over the Edge- How to Break Out of the Comfort Zone"

[https://free-management-ebooks.tradepub.com/free/w\\_goal03/](https://free-management-ebooks.tradepub.com/free/w_goal03/)

I Am Accountable: Ten Choices that Create Deeper Meaning in Your Life, Your Organization, and Your World

<https://www.kobo.com/us/en/ebook/i-am-accountable>

"Responsibility at Work"

<https://www.kobo.com/us/en/ebook/responsibility-at-work-wcs-desptop-edition>

## Inspiring Excellence <sup>2</sup>

*Driving high standards; tenaciously working to meet or exceed challenging goals; defining success by goal achievement and continuous improvement.*

### Key Actions

- **Creates performance tension**—Identifies gaps between current reality and expected business results; sets challenging goals and high performance standards for self and others; initiates action and moves others toward envisioned outcomes.
- **Builds momentum**—Corrals energy and a sense of urgency toward desired results; continually focuses others on performance gaps; works relentlessly to overcome obstacles.

### Learning Resources

## Inspiring Others <sup>3</sup>

*Motivating individuals toward higher levels of performance that are aligned with the organization's vision and values.*

### Key Actions

- **Inspires effort**—Uses motivating words and actions to help others envision future success and move toward higher levels of performance; stimulates enthusiasm for potential contributions and accomplishments.
- **Builds confidence in success**—Communicates high expectations for others' performance and confidence in their ability to excel.
- **Models the vision and values**—Communicates passion for the organization's decisions and direction; uses the vision and values as guideposts for making decisions and conducting own day-to-day activities.
- **Leads through vision and values**—Translates the organization's vision and values for employees and organizational partners by linking them to their daily responsibilities; shapes team or group priorities to reflect the vision and values; rewards associates whose actions support the organization's vision and values.

### Learning Resources



#### Webinars:

[“Encouraging Team Creativity”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“How to Be a Positive Leader”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“How to Be a More Influential Leader”](#)

<https://www.ccl.org/webinars/driving-organizational-results-how-effective-influencing-can-be-a-game-changer/>

[“Reverse Mentoring”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

#### Videos:



[“How to Turn Strangers Into a Team”](#)

[https://www.ted.com/talks/amy\\_edmondson\\_how\\_to\\_turn\\_a\\_group\\_of\\_strangers\\_into\\_a\\_team?language=en](https://www.ted.com/talks/amy_edmondson_how_to_turn_a_group_of_strangers_into_a_team?language=en)

[“How to Build \(And Rebuild\) Trust”](#)

[https://www.ted.com/talks/frances\\_frei\\_how\\_to\\_build\\_and\\_rebuild\\_trust#t-891422](https://www.ted.com/talks/frances_frei_how_to_build_and_rebuild_trust#t-891422)

"5 Steps for Building Trust in the Workplace (Including Trust Building Activities)"

<https://www.youtube.com/watch?v=NMqSVhwTKfs>

"Discover How to Empower Your Followers As a Leader // Lightbulb Talk #4"

[https://www.youtube.com/watch?v=s\\_aLQih2iLM](https://www.youtube.com/watch?v=s_aLQih2iLM)

 **Articles:**

"Building Relationships at Work: How to Trust and Be Trusted"

<https://www.bizlibrary.com/blog/self-development/building-work-relationships/>

"12 Practical Ways to Build Trust at Work"

<https://blog.jostle.me/blog/ways-to-build-trust-at-work>

"Building Relationships at Work: How to Trust and Be Trusted"

<https://www.bizlibrary.com/blog/self-development/building-work-relationships/>

"How to Be a Good Mentor"

<https://www.monster.ca/career-advice/article/tips-on-how-to-become-a-mentor>



**Books:**

[Building Trust: How to Get It! How to Keep It! , Hyler Bracey](#)

[Trust and Betrayal in the Workplace: Building Effective Relationships in Your Organization, Dennis Reina and Michelle Reina](#)

[The Friendship Formula: How to Say Goodbye to Loneliness and Discover Deeper Connection, Kyler Shumway](#)



**E-Books:**

"10 Ways to Motivate Your Team"

[https://free-management-ebooks.tradepub.com/free/w\\_jose03/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_jose03/prgm.cgi?a=1)

"The Influence Factor- The Journey to Discovering Your Influential Voice"

[The Influence Factor, The Journey to Discovering Your Influential Voice: Ann M. Evanston: 9781935157281: Amazon.com: Books](#)

"Developing Emotional Intelligence"

[https://free-management-ebooks.tradepub.com/free/w\\_frec124/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_frec124/prgm.cgi?a=1)

## Intense Commitment <sup>2</sup>

*Demonstrating a relentless commitment toward fulfilling the responsibilities of the position. Committed to ensuring that decisions and actions are always in the best interest of those whom are serve.  
Determined to provide the highest quality of service to those whom are served.*

### Key Actions

- **Creates performance tension**—Identifies gaps between current reality and expected business results; sets challenging goals and high performance standards for self and others; initiates action and moves others toward envisioned outcomes.
- **Builds momentum**—Corrals energy and a sense of urgency toward desired results; continually focuses others on performance gaps; works relentlessly to overcome obstacles.

### Learning Resources



#### Webinars:

[“Developing Personal Accountability”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Coaching with Feedback”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Changing People’s Habits”](#)

<http://training.ucptechcentral.org/supervisors/resources/>



#### Videos:

[“Direction, Alignment & Commitment: Kevin O’Gorman-CCL Speakers Bureau | CCL”](#)

<https://www.youtube.com/watch?v=0nUd-kQu-38>

[“The Commitment Formula-Understand Winning Commitment as a Key Factor of Leadership”](#)

<https://www.youtube.com/watch?v=AoeFgJ4vreo>

[“Rethinking Commitment: John Jantsch at TEDxKC”](#)

<https://www.youtube.com/watch?v=bXmDaykZobc>

[“Making a Commitment| Shiv Khera | TEDxIIFTDehli](#)

<https://www.youtube.com/watch?v=PjQXhoXvln4>



#### Articles:

[“Commitment to Work: Definition, Importance and Tips to Improve Work Commitment”](#)

<https://www.questionpro.com/blog/commitment-to-work/>

[Momentum: What it is And 5 Ways to Get it](#)

<https://leadershipfreak.blog/2014/02/13/momentum-what-it-is-and-5-ways-to-get-it/>

“How Leaders Build Momentum”

<https://blog.kevineikenberry.com/leadership-supervisory-skills/how-leaders-build-momentum/>

“Section 5. Building and Sustaining Commitment”

<https://ctb.ku.edu/en/table-of-contents/leadership/leadership-functions/build-sustain-commitment/main>

“The 10 Commitments for Excellence in Business”

<https://www.entrepreneur.com/article/242538>



**Books:**

[Commitment in the Workplace: Theory, Research, and Application \(Advanced Topics in Organizational Behavior\), John P. Meyer](#)

[Commit to Win: How to Harness the Four Elements of Commitment to Reach Your Goals, Heidi Reeder](#)

[Great at Work: The Hidden Habits of Top Performers; Morten T. Hansen](#)

[I am the Problem: 9 Obstacles That Suck Away Business Success-And How Every Leader Can Overcome Them, Soozey Johnstone and Stephen Yolland](#)

[Overcoming Obstacles, Fifty Lessons \(Compiler\)](#)



**E-Books:**

[Values-Based Leadership](#)

<https://archive.org/details/valuesbasedleade00kucz/mode/2up>

[Goals and Goal Setting](#)

<https://archive.org/details/goalsgoalsetting00roui>

[Setting Career Goals](#)

<https://archive.org/details/settingcareergoa00schw>

[Overcoming Obstacles: Making the Most of Life's Challenges & Opportunities](#)

<https://archive.org/details/overcomingobstac0000sieg>

[Making Ideas Happen: Overcoming the Obstacles Between Vision and Reality](#)

[https://archive.org/details/makingideashappe0000bels\\_v8u2](https://archive.org/details/makingideashappe0000bels_v8u2)



## Intercultural Connections 3

*Recognizes and celebrates the fact that diversity provides the opportunity for enriching relationships and learning opportunities within the organization and beyond. Understands the importance of building strong bonds with people of diverse backgrounds and cultures. Supports experiences to assist team members in embracing the opportunities diversity offers them. When team members are reluctant to interact and learn from others different from themselves, tactfully moves the team members toward new intercultural understanding.*

### Key Actions

- **Seeks understanding**—Establishes relationships with people from other cultures and backgrounds to learn more about them.
- **Conveys respect**—Uses language and behavior that consistently reflect and enhance the dignity of diverse customers, partners, and employees; takes actions that show consideration for cultural concerns and expectations; continually examines own biases and behaviors to avoid stereotypical responses.
- **Uses diversity as an advantage**—Seeks out and uses ideas, opinions, and insights from diverse sources and individuals.

### Learning Resources



#### Webinars:

[“Avoiding Unconscious Bias at Work”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Empathy and Inclusion in the Workplace: Imperatives for Your Diversity Initiatives”](https://www.ccl.org/webinars/empathy-and-inclusion-in-the-workplace/)

<https://www.ccl.org/webinars/empathy-and-inclusion-in-the-workplace/>

[Webinar Series: Diversity, Equity & Inclusion](https://www.youtube.com/playlist?list=PLmDz_Jco5OXm77NmiOJxC5GloeC5KxRbF)

[https://www.youtube.com/playlist?list=PLmDz\\_Jco5OXm77NmiOJxC5GloeC5KxRbF](https://www.youtube.com/playlist?list=PLmDz_Jco5OXm77NmiOJxC5GloeC5KxRbF)

[Career Webinar 2018: Diversity and Inclusion in the Workplace](https://www.youtube.com/watch?v=0LIs8_ks0vA)

[https://www.youtube.com/watch?v=0LIs8\\_ks0vA](https://www.youtube.com/watch?v=0LIs8_ks0vA)



#### Videos:

[“The Importance of Diversity in the Workplace”](https://www.youtube.com/watch?v=Pn6WzHw7gHY)

<https://www.youtube.com/watch?v=Pn6WzHw7gHY>

[“Diversity and Inclusion in the Workplace”](https://www.youtube.com/watch?v=uHYuDDHvU64)

<https://www.youtube.com/watch?v=uHYuDDHvU64>

[“Improving Your Diversity IQ | Doug Melville | TEDx Syracuse University](https://www.youtube.com/watch?v=WuWmKdMJoPg)

<https://www.youtube.com/watch?v=WuWmKdMJoPg>

["How to Outsmart Your Own Unconscious Bias | Valerie Alexander | TEDxPasadena  
https://www.youtube.com/watch?v=GP-cqFLS8Q4](https://www.youtube.com/watch?v=GP-cqFLS8Q4)

["How to Get Serious About Diversity and Inclusion in the Workplace | Janet Stovall"  
https://www.youtube.com/watch?v=kvdHqS3ryw0](https://www.youtube.com/watch?v=kvdHqS3ryw0)

 **Articles:**

["Diversity and Inclusion: How to Value Diverse People and Organizations"  
https://managementhelp.org/interpersonal/multicultural-diversity.htm](https://managementhelp.org/interpersonal/multicultural-diversity.htm)

["True Leader's Responsibility is Being an Unbiased Capacity of Powerful and Effective Inspiration"  
https://www.linkedin.com/pulse/true-leaders-responsibility-being-unbiased-capacity-ms-jemi-sudhakar](https://www.linkedin.com/pulse/true-leaders-responsibility-being-unbiased-capacity-ms-jemi-sudhakar)

["10 Ways to Respect Diversity in the Workplace"  
https://www.trainingabc.com/10-Ways-to-Respect-Diversity-in-the-Workplace/](https://www.trainingabc.com/10-Ways-to-Respect-Diversity-in-the-Workplace/)

["How to Accept and Respect Other Cultures"  
https://owlcation.com/social-sciences/How-to-Accept-and-Respect-other-Cultures](https://owlcation.com/social-sciences/How-to-Accept-and-Respect-other-Cultures)

[" Ways to Reduce Unconscious Bias in the Workplace"  
https://blog.iii.ie/inside-track/5-ways-to-reduce-unconscious-bias-in-the-workplace](https://blog.iii.ie/inside-track/5-ways-to-reduce-unconscious-bias-in-the-workplace)

 **Books:**

[Everyday Bias: Identifying and Navigating Unconscious Judgments in Our Daily Lives. Howard J. Ross](#)

[Inclusion: Diversity, The New Workplace & The Will To Change, Jennifer Brown](#)

[How to Be an Inclusive Leader: Creating Trust, Cooperation, and Community Across Differences, Jennifer Brown](#)

[The Culture Code: The Secrets of Highly Successful Groups, Daniel Coyle](#)

[How To Work With And Lead People Not Like You: Practical Solutions for Today's Diverse Workplace, Kelly McDonald](#)

 **E-Books:**

["Workplace Diversity"  
https://archive.org/details/workplacediversi0000esty](https://archive.org/details/workplacediversi0000esty)

["The Handbook of Workplace Diversity"  
https://archive.org/details/handbookofworkpl0000unse/page/n3/mode/2up](https://archive.org/details/handbookofworkpl0000unse/page/n3/mode/2up)

["Embracing Diversity"  
https://archive.org/details/isbn\\_9790538698428/page/n99/mode/2up](https://archive.org/details/isbn_9790538698428/page/n99/mode/2up)

## Knowledge Building <sup>4</sup>

*Valuing each team member as a vital and integral part of enhancing the collective knowledge and experience base of the organization. Enables all team members to share their insights with others in specific, meaningful, and appropriate ways. Understands that high levels of cooperation between multiple sources of knowledge helps achieve mutually beneficial goals.*

### Key Actions

- **Assesses to identify goals**—Seeks and shares information from a variety of sources to identify individuals' strengths as well as growth areas; helps others set specific, challenging, and high-payoff development goals.
- **Establishes acquisition plan**—Collaboratively identifies development activities that include a variety of learning methods (e.g., formal learning, learning from others, and learning from experience); defines measures of successful skill and knowledge acquisition.
- **Creates a learning environment**—Provides opportunities and secures resources needed to support development efforts; identifies barriers to learning and offers assistance to overcome obstacles.
- **Ensures immediate learning application**—Offers own time and leverages existing network to create progressively more challenging opportunities for others to try out new knowledge and skills on the job.
- **Monitors progress** – Agrees on outcome measures for applying new skills; offers specific positive feedback and suggestions for improvement on performance related to established goals; adjusts plans to ensure development.

### Learning Resources



#### Webinars:

[“Changing People’s Habits”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Coaching With Feedback”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“3 Performance Conversation Skills All Leaders Need to Master”](https://resources.kenblanchard.com/webinar-archive/3-performance-conversation-skills-leaders-need-to-master)

<https://resources.kenblanchard.com/webinar-archive/3-performance-conversation-skills-leaders-need-to-master>



#### Videos:

[“3 Ways to Create a Work Culture That Brings Out the Best in Employees | Chris White | TEDx Atlanta”](https://www.youtube.com/watch?v=2y8SA6cLUys)

<https://www.youtube.com/watch?v=2y8SA6cLUys>

"How to Give Feedback-Leadership Training"

<https://www.youtube.com/watch?v=L8Mh3bikgS4>

"Discover How to Empower Your Followers As a Leader // Lightbulb Talk #4"

[https://www.youtube.com/watch?v=s\\_aLQih2iLM](https://www.youtube.com/watch?v=s_aLQih2iLM)

"The Seven Steps For Highly Effective Employee Training & Coaching"

<https://www.youtube.com/watch?v=rI9oMAVa-Es>



#### **Articles:**

"11 Ways Leaders Can Encourage Knowledge Sharing and Collaboration"

<https://aboutleaders.com/leadership-knowledge-sharing/#gs.fliagl>

"Knowledge Sharing: Leveraging Trust and Leadership to Increase Team Performance"

<https://www.sesp.northwestern.edu/masters-learning-and-organizational-change/knowledge-lens/stories/2012/knowledge-sharing-leveraging-trust-and-leadership-to-increase-team-performance.html>

"7 Tips for Coaching Employees to Improve Performance"

<https://www.bizlibrary.com/blog/leadership/7-coaching-tips-managers-leaders/>



#### **Books:**

[The Catalyst Effect: 12 Skills and Behaviors to Boost Your Impact and Elevate Team Performance, Jerry Toomer](#)

[Giving Effective Feedback \(20-Minute Manager Series\), Harvard Business Review](#)

[The Optimistic Workplace: Creating an Environment That Energizes Everyone, Shawn Murohy](#)



#### **E-Books:**

"Principles of Coaching"

<http://www.free-management-ebooks.com/dldebk/dlch-principles.htm>

"Coaching for Performance: Growing People, Performance, and Purpose"

<https://archive.org/details/coachingforperfo0000whit>

"A Manager's Guide to Improving Workplace Performance"

<https://archive.org/details/managersguidetoi0000chev>

## Leading Change <sup>2</sup>

*Driving organizational and cultural changes needed to achieve strategic objectives; catalyzing new approaches to improve results by transforming organizational culture, systems, or products/services; helping others overcome resistance to change.*

### Key Actions

- **Identifies change opportunities**—Proactively recognizes a need and takes accountability for implementing an improvement and/or change; looks for opportunities to mobilize others to implement new solutions.
- **Catalyzes change**—Creates momentum by taking immediate action and encouraging others to take action to improve organizational culture, processes, or products/services; offers resources and direction to support implementation; breaks down cultural and operational barriers to change; recognizes and rewards those who contribute to change efforts.
- **Facilitates transition**—Strives to understand differences in reactions to change; helps others to overcome resistance to change by explaining the benefits and demonstrating sensitivity to fears or other negative emotions; engages others' commitment by seeking and using their ideas to plan the implementation.

### Learning Resources

## Leading Teams 5

*Using appropriate methods and interpersonal styles to develop, motivate, and guide the team to attain successful outcomes and business objectives.*

### Key Actions

- **Creates shared purpose**—Inspires and sustains team cohesion and engagement by focusing the team on its mission and its importance to the organization.
- **Promotes team processes**—Sets up consistent procedures and communication processes to establish goals, clarify responsibilities, engage team members, leverage their strengths, share feedback, and adjust plans.
- **Celebrates success**—Looks for and capitalizes on opportunities to encourage and reward successful team performance.
- **Stays close**—Monitors team performance and takes action to keep the team on track; offers the team own personal time; helps in overcoming barriers and resolving conflict; provides ongoing feedback and appropriate guidance.

### Learning Resources

## Leading Through Vision and Values <sup>3</sup> (Energizing the Organization)

*Motivating increased employee effort by communicating a compelling view of the organization's purpose and its future state in a way that helps others understand the importance of their contributions and feel how outcomes will be different when progress is achieved.*

### Key Actions

- **Paints the picture**—Vividly describes the organization's purpose and the path forward in a way that helps others see and feel their potential impact on important outcomes.
- **Demonstrates benefits**—Convinces others to commit to the organization's purpose, strategy, and values by using facts and sound rationale to convey benefits with personal relevance to the audience.
- **Inspires passion**—Conveys opportunities to realize the organization's purpose, strategy, and culture in a way that captures attention, arouses emotion, and compels others to take action despite obstacles; inspires others to personally contribute to the organization's success for the long term.
- **Leads through vision and values**—Uses the organization's vision, strategy, and values as guideposts for conducting own day-to-day activities; translates the vision, strategy and values for employees and organizational partners by linking them to their daily responsibilities; connects the vision for the business unit to that of the broader organization; rewards behavior that supports the vision and values.

### Learning Resources



#### Webinars:

"Encouraging Team Creativity"

<http://training.ucptechcentral.org/supervisors/resources/>

"How to Be a More Influential Leader"

<https://www.ccl.org/webinars/driving-organizational-results-how-effective-influencing-can-be-a-game-changer/>

"Reverse Mentoring"

<http://training.ucptechcentral.org/supervisors/resources/>

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<http://training.ucptechcentral.org/supervisors/resources/>

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<http://training.ucptechcentral.org/supervisors/resources/>

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[“How to Be a Great Mentor | Kenneth Ortiz | TEDx BethanyGlobalUniversity](#)

[https://www.youtube.com/watch?v=G3q8kEn\\_nsg](https://www.youtube.com/watch?v=G3q8kEn_nsg)

[“Mentoring: How to Be an Effective Mentor- Golden Nugget #6”](#)

<https://www.youtube.com/watch?v=3dD2VCsPrsg>

 **Articles:**

[“Collaboration Is a Team Sport, and You Need to Warm Up”](#)

<https://hbr.org/2011/05/collaboration-is-a-team-sport>

[“How to Be a Good Mentor”](#)

<https://www.monster.ca/career-advice/article/tips-on-how-to-become-a-mentor>

[“Building Relationships at Work: How to Trust and Be Trusted”](#)

<https://www.bizlibrary.com/blog/self-development/building-work-relationships/>

[“How to Motivate the Unmotivated”](#)

<https://leadershipfreak.blog/2013/02/01/how-to-motivate-the-unmotivated/>

 **Books:**

[Building Trust: How to Get It! How to Keep It! , Hyley Bracey](#)

[Trust and Betrayal in the Workplace: Building Effective Relationships in Your Organization, Dennis Reina and Michelle Reina](#)

[Mentoring 101: What Every Leader Needs to Know, John C. Maxwell](#)

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<https://archive.org/details/managersguidetoi0000chev>

[“The Influence Factor- The Journey to Discovering Your Influential Voice”](#)

[The Influence Factor, The Journey to Discovering Your Influential Voice: Ann M. Evanston: 9781935157281: Amazon.com: Books](#)

[“10 Ways to Motivate Your Team”](#)

[https://free-management-ebooks.tradepub.com/free/w\\_jose03/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_jose03/prgm.cgi?a=1)

[“Team Building- Developing Your Leadership Skills”](#)

[https://free-management-ebooks.tradepub.com/free/w\\_frec09/](https://free-management-ebooks.tradepub.com/free/w_frec09/)



## Leveraging Diversity 3

*Initiating actions to reduce barriers and leverage the advantages of diverse cultures, interpersonal styles, ideas, and professional and educational backgrounds.*

### Key Actions

- **Champions diversity**—Advocates the value of diversity as a competitive advantage (by recruiting and developing people from varied backgrounds and cultures); confronts racist, sexist, or inappropriate behavior; challenges exclusionary organizational practices.
- **Demonstrates inclusive behavior**—Seeks diverse relationships to learn more about people from other cultures and backgrounds; develops strong relationships with diverse community resources to understand and meet unique healthcare needs.
- **Conveys respect**—Uses language and behavior that consistently reflect and enhance the dignity of diverse patients, partners, and employees; shows respect for decisions and actions that reflect cultural concerns and expectations; continually examines own biases and behaviors to avoid stereotypical responses and overcome cultural barriers.
- **Remains flexible**—Adapts personal style to cultural norms across workforce, physician, and patient populations; attends to multiple perspectives.

### Learning Resources



#### Webinars:

[“Avoiding Unconscious Bias at Work”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Empathy and Inclusion in the Workplace: Imperatives for Your Diversity Initiatives”](https://www.ccl.org/webinars/empathy-and-inclusion-in-the-workplace/)

<https://www.ccl.org/webinars/empathy-and-inclusion-in-the-workplace/>

[“Emotional Intelligence in Leadership”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Humility”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>



#### Videos:

[“The Importance of Diversity in the Workplace”](https://www.youtube.com/watch?v=Pn6WzHw7gHY)

<https://www.youtube.com/watch?v=Pn6WzHw7gHY>

[“Diversity and Inclusion in the Workplace”](https://www.youtube.com/watch?v=uHYuDDHvU64)

<https://www.youtube.com/watch?v=uHYuDDHvU64>

[“Simon Sinek- Understanding Empathy”](https://www.youtube.com/watch?v=pi86Nr9Mdms)

<https://www.youtube.com/watch?v=pi86Nr9Mdms>

"The Power of Empathy for Leaders"

<https://www.youtube.com/watch?v=IEb0QWkPcqs>

"Workplace Trust and Transparency | Ben Hempstead | TEDx SnolsleLibraries"

<https://www.youtube.com/watch?v=r540VOIVufc>

 **Articles:**

"Diversity and Inclusion: How to Value Diverse People and Organizations"

<https://managementhelp.org/interpersonal/multicultural-diversity.htm>

"True Leader's Responsibility is Being an Unbiased Capacity of Powerful and Effective Inspiration"

<https://www.linkedin.com/pulse/true-leaders-responsibility-being-unbiased-capacity-ms-jemi-sudhakar>

"10 Ways to Respect Diversity in the Workplace"

<https://www.trainingabc.com/10-Ways-to-Respect-Diversity-in-the-Workplace/>

"Eight Ways to Improve Your Empathy"

<https://andrewsobel.com/eight-ways-to-improve-your-empathy/>

 **Books:**

[Inclusion: Diversity, The New Workplace & The Will To Change, Jennifer Brown](#)

[How to Be an Inclusive Leader: Creating Trust, Cooperation, and Community Across Differences, Jennifer Brown](#)

[Empathy: Why it Matters, and How to Get It; Roman Krznaric](#)

[The Emotionally Intelligent Leader, Daniel Goleman](#)

 **E-Books:**

"The Handbook of Workplace Diversity"

<https://archive.org/details/handbookofworkpl0000unse/page/n3/mode/2up>

"Embracing Diversity"

[https://archive.org/details/isbn\\_9790538698428/page/n99/mode/2up](https://archive.org/details/isbn_9790538698428/page/n99/mode/2up)

"Developing Emotional Intelligence"

[https://free-management-ebooks.tradepub.com/free/w\\_frec124/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_frec124/prgm.cgi?a=1)

"Decent People, Decent Company: How to Lead With Character at Work and in Life"

<https://archive.org/details/decentpeopledece0000turk>

## Leveraging Feedback 2

*Taking full advantage of opportunities to receive and explore feedback about own performance (from assessments, managers, coworkers, internal/external partners, or customers); responding favorably to feedback and using it constructively to take action to improve knowledge, skills, behavior, and impact on others.*

### Key Actions

- **Welcomes feedback**—Approaches feedback with an open mind; puts aside reservations and responds favorably when offered feedback; manages own emotional reactions to feedback (e.g., avoids defensiveness); appreciates the opportunity to understand own impact on others and to identify strengths and areas for improvement; reinforces others for sharing feedback.
- **Actively explores feedback**—Listens and carefully considers feedback received and its implications for own behavior; seeks details before drawing conclusions; asks questions to better understand blind spots (areas where you perceive yourself to be more proficient than others see you); asks for specific examples; seeks coaching from others to check the accuracy of own interpretations drawn from the feedback provided.
- **Modifies behavior to improve impact**—Considers alternatives and adjusts behavior based on feedback to enhance impact on others; uses feedback constructively to leverage strengths and to improve knowledge, skills, and behaviors in need of development.

### Learning Resources

## Making Healthcare Operations Decisions 3

*Securing and comparing information from multiple sources to identify business issues; committing to an action after weighing alternative solutions against important decision criteria.*

### Key Actions

- **Gathers information**—Recognizes the need for additional information and asks questions to obtain it.
- **Organizes information**—Examines qualitative and quantitative data (e.g., patient volume, length of stay, profitability, costs) to identify operational problems, trends, and underlying issues and to understand possible cause-effect relationships.
- **Selects the best of alternatives**—Generates options for action to address an issue or opportunity; develops decision criteria that prioritize potential clinical and business outcomes, available resources, technological advances, and organizational values; selects the best course of action.
- **Demonstrates decisiveness/action**—Makes timely decisions; takes action to pursue an opportunity, address an issue, or prevent a problem.
- **Involves others**—Involves others in the decision-making process as needed to obtain information, generate alternatives, make the best decision, and ensure buy-in; builds consensus when appropriate.

### Learning Resources

## Making Sales Operations Decisions <sup>3</sup>

*Making the day-to-day decisions required to manage the fund raising (sales) function, including deploying resources, allocating costs, and directing sales activities; securing and comparing information from multiple sources to identify key issues; committing to an action after weighing alternative solutions against important decision criteria.*

### Key Actions

- **Gathers information**—Recognizes the need for additional information on sales operations and asks questions to obtain it.
- **Makes connections**—Examines qualitative and quantitative data (e.g., sales activity, revenue generation, win/loss reports, cost of sale and profitability measures, staffing and assignments, customer value indicators) to identify operational problems, trends, and underlying issues, and to understand possible cause-effect relationships.
- **Determines the best alternative**—Generates options for action to address an issue or opportunity; develops decision criteria that prioritize potential business outcomes, customer needs, available resources, technological advances, and organizational values; selects the best course of action.
- **Demonstrates decisiveness/action**—Makes timely decisions; takes action to pursue an opportunity, address an issue, or prevent a problem.
- **Considers others' perspectives**—Involves others in the decision-making process as needed to obtain information, generate alternatives, make the best decision, and ensure buy-in; builds consensus when appropriate.

### Learning Resources

## Managing Conflict 4 (Resolving Conflict)

*Helping others deal effectively with an antagonistic situation to minimize damage to the relationships and promote shared goals; using appropriate interpersonal methods to reduce tension or conflict between two or more people and facilitate agreement.*

### Key Actions

- **Emphasizes the impact of conflict**—Establishes a compelling rationale for resolving the conflict, emphasizing the benefits for the individuals, the team, and the organization; focuses conflicting parties on their shared goals.
- **Clarifies causes of the conflict**—Seeks and shares information from relevant sources to understand the conflict and its root causes from all sides; summarizes to ensure shared understanding across all parties.
- **Empathizes with all parties**—Encourages others to share thoughts and feelings; empathizes with issues and concerns by identifying both the facts and the feelings expressed so all parties feel understood.
- **Stays focused on resolution**—Helps others stay focused on resolving the conflict so they avoid personal attacks; maintains others' self-esteem when discussing sensitive issues by acknowledging their contributions and experience, focusing on the facts, avoiding assumptions, and clarifying motives without placing blame; expresses confidence in reaching a resolution.
- **Develops others' ideas for resolving the conflict**—Presents and seeks potential solutions or actions, building on others' ideas; asks powerful questions to unleash ideas and get all parties involved in the solution; explores needed resources and support while ensuring that the conflicting parties take ownership for resolving the conflict.
- **Gains agreement to a resolution plan**—Takes positive action to resolve the conflict by confirming agreements and specifying next steps, resources, support, and how to track progress; summarizes to ensure that all are aware of required actions and accountabilities.

### Learning Resources



#### Webinars:

"Reactive Decision Making"

<http://training.ucptechcentral.org/supervisors/resources/>

"The Practice of Risk-Based Decision Making"

<https://www.youtube.com/watch?v=O9wIkOBtSAA>

"Encouraging Team Creativity"

<http://training.ucptechcentral.org/supervisors/resources/>

"Lafley and Martin's Five-Step Strategy Model"

<http://training.ucptechcentral.org/supervisors/resources/>

## Videos:

[“The Importance of Empathy”](#)

<https://www.youtube.com/watch?v=UzPMMSKfKZQ>

[“The Importance of Empathy in the Workplace”](#)

<https://www.youtube.com/watch?v=qjxdU6nvsc4>

[“How to Make a Decision”](#)

<https://www.youtube.com/watch?v=okdsAZUTJ94>

[“How To Make Hard Choices | Ruth Chang”](#)

<https://www.youtube.com/watch?v=8GQZuzIdeQQ>

## Articles:

[“8 Ways Leaders Delegate Successfully”](#)

<https://hbr.org/2019/08/8-ways-leaders-delegate-successfully>

[“How to be More Empathetic”](#)

<https://www.nytimes.com/guides/year-of-living-better/how-to-be-more-empathetic>

[“The Effective Decision”](#)

<https://hbr.org/1967/01/the-effective-decision>

[“How to Make Decisions: Making the Best Possible Choices”](#)

[https://www.mindtools.com/pages/article/newTED\\_00.htm](https://www.mindtools.com/pages/article/newTED_00.htm)

## Books:

[The Busy Manager’s Guide to Delegation \(Worksmart Series\), Richard A. Luecke and Perry McIntosh](#)

[Dare to Lead: Brave Work. Tough Conversations. Whole Hearts. ; Brené Brown](#)

[“Yes” or “No”: The Guide to Better Decisions. Spencer Johnson](#)

## E-Books:

[“Great Decision-Making Skills”](#)

<https://archive.org/details/greatdecisionmak0000brez>

[“Make Confident Decisions”](#)

<https://archive.org/details/makeconfidentdec0000mann>

[“Developing Emotional Intelligence”](#)

[https://free-management-ebooks.tradepub.com/free/w\\_frec124/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_frec124/prgm.cgi?a=1)

[“Emotionally Intelligent Leadership”](#)

[https://archive.org/details/emotionallyintel0000shan\\_n1v6](https://archive.org/details/emotionallyintel0000shan_n1v6)

## Managing Relationships 4

*Meeting the personal needs of individuals to build trust, encourage two-way communication, and strengthen relationships.*

### Key Actions

- **Maintains or enhances self-esteem (to build social bonds)**—Helps others feel respected and appreciated by sincerely and specifically acknowledging their ideas, contributions, and achievements; offers positive feedback; focuses on facts and intentions to maintain another’s self-esteem when things don’t go well.
- **Listens and responds with empathy**—Demonstrates an understanding of the other person’s situation by acknowledging both the facts and the feelings (positive or negative) they are expressing.
- **Asks for help and encourages involvement (to enhance collaboration)**—Asks for others’ opinions and ideas to gain their commitment and encourage responsibility; unleashes ideas through questioning.
- **Shares thoughts, feelings, and rationale (to build trust)**—Appropriately and honestly discloses feelings and insights to build trust; own ideas supplement, not replace, others’ ideas; shares the “why” behind decisions, ideas, or changes.
- **Provides support without removing responsibility (to build ownership)**—Offers help while building the other person’s sense of task ownership; resists taking over; boosts confidence that the other person can successfully complete the task.

### Learning Resources



## Managing Work 4

*Effectively managing one's time and resources to ensure that work is completed efficiently.*

### Key Actions

- **Prioritizes**—Identifies more critical and less critical activities and tasks; adjusts priorities when appropriate.
- **Makes preparations**—Ensures that required equipment and/or materials are in appropriate locations so that own and others' work can be done effectively.
- **Schedules**—Effectively allocates own time to complete work; coordinates own and others' schedules to avoid conflicts.
- **Leverages resources**—Takes advantage of available resources (individuals, processes, departments, and tools) to complete work efficiently.
- **Stays focused**—Uses time effectively and prevents irrelevant issues or distractions from interfering with work completion; follows up promptly on action items.

### Learning Resources



#### Webinars:

"Avoiding Micromanagement"

<http://training.ucptechcentral.org/supervisors/resources/>

"Prioritization"

<http://training.ucptechcentral.org/supervisors/resources/>

"Managing Interruptions"

<http://training.ucptechcentral.org/supervisors/resources/>

"Creating Time in Your Day"

<http://training.ucptechcentral.org/supervisors/resources/>



#### Videos:

"Time Management- 10 Productivity Tips and Tricks That Work"

<https://www.youtube.com/watch?v=1FsEr8owBOc>

"Stay Focused: 11 Psychological Tips"

[https://www.youtube.com/watch?v=8RV\\_vYsHceQ](https://www.youtube.com/watch?v=8RV_vYsHceQ)

"Prioritize Like a Genius"

<https://www.youtube.com/watch?v=czh4rmk75jc>

"Tips to Structure Your Day | Brian Tracy"

<https://www.youtube.com/watch?v=4ysybi4068>

 **Articles:**

[“23 Incredibly Good Ways to Stay Focused at Work”](https://www.scoro.com/blog/stay-focused-at-work/)

<https://www.scoro.com/blog/stay-focused-at-work/>

[“How to Prioritize Tasks in the Workplace”](https://www.indeed.com/career-advice/career-development/prioritize-tasks-in-the-workplace)

<https://www.indeed.com/career-advice/career-development/prioritize-tasks-in-the-workplace>

[“8 Tips to Structure Your Workday For Increasing Productivity”](https://magazine.startus.cc/8-tips-to-structure-your-workday-for-increasing-productivity/)

<https://magazine.startus.cc/8-tips-to-structure-your-workday-for-increasing-productivity/>

[“A Brief Guide to Time Management”](https://corporatefinanceinstitute.com/resources/careers/soft-skills/time-management-list-tips/)

<https://corporatefinanceinstitute.com/resources/careers/soft-skills/time-management-list-tips/>



**Books:**

[Time Management in 20 Minutes a Day: Simple Strategies to Increase Productivity, Enhance Creativity, and Make Your Time Your Own; Holly Reisem Hanna](#)

[Manage Your Day-to-Day: Build Your Routine, Find Your Focus, and Sharpen Your Creative Mind, Jocelyn K. Glei](#)

[How to Stop Procrastinating: A Simple Guide to Mastering Difficult Tasks and Breaking the Procrastination Habit, Steve Scott](#)

[Getting Things Done, David Allen](#)



**E-Books:**

[“Managing Interruptions”](http://www.free-management-ebooks.com/dldebk/dlpr-interruptions.htm)

<http://www.free-management-ebooks.com/dldebk/dlpr-interruptions.htm>

[“Time Management Productivity Tools”](http://www.free-management-ebooks.com/dldebk/dlpr-tools.htm)

<http://www.free-management-ebooks.com/dldebk/dlpr-tools.htm>

[“Time Management- You’re Doing It Wrong”](https://free-management-ebooks.tradepub.com/free/w_getc01/prgm.cgi?a=1)

[https://free-management-ebooks.tradepub.com/free/w\\_getc01/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_getc01/prgm.cgi?a=1)

## Marshalling Resources 4

*Mobilizing available internal and external resources to achieve fund raising and organizational goals; proactively negotiating for and accessing resources outside one's immediate domain when necessary; preparing internal and external partners to promote fund raising objectives.*

### Key Actions

- **Establishes resource priorities**—Identifies more critical and less critical resources consistent with fund raising and organizational goals.
- **Determines needed resources**—Generates options for accessing and using available resources; evaluates and selects alternatives, considering priorities, resource availability, and costs versus rewards.
- **Accesses resources**—Negotiates for and accesses resources for critical activities; coordinates with internal and external partners.
- **Prepares fund raising partners**—Provides instruction and guidance to prepare internal and external partners for fund raising activities and to strengthen their ability to promote fund raising objectives.

### Learning Resources



#### Webinars:

[“Jain and Sharma’s BADIR™ Framework”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Using Predictive Analytics to Turn Data Into Leadership Action”](https://www.ccl.org/webinars/using-predictive-analytics-to-turn-data-into-leadership-action/)

<https://www.ccl.org/webinars/using-predictive-analytics-to-turn-data-into-leadership-action/>

[“Best Practices of Capacity and Resource Planning”](https://www.praecipio.com/resources/webinars/best-practices-of-capacity-and-resource-planning)

<https://www.praecipio.com/resources/webinars/best-practices-of-capacity-and-resource-planning>

[“Prioritize Your People-Best Practices For Effective Resource Allocation”](https://go.keyedin.com/projects/webinar/prioritize-your-people)

<https://go.keyedin.com/projects/webinar/prioritize-your-people>

[“How to Read and Understand Financial Statements for your Nonprofit Organization”](https://www.youtube.com/watch?v=SiautYaM944)

<https://www.youtube.com/watch?v=SiautYaM944>



#### Videos:

[“Project Management: How to Manage Resources”](https://www.youtube.com/watch?v=CxapGqlh3Fg)

<https://www.youtube.com/watch?v=CxapGqlh3Fg>

[“21- The Importance and Use of Budgets Within an Organization”](https://www.youtube.com/watch?v=nS58YW1NFbE)

<https://www.youtube.com/watch?v=nS58YW1NFbE>

[“Limited Resources or Unlimited Resourcefulness: Getting More Done | Scott Lesnick | TEDx Oshkosh”](https://www.youtube.com/watch?v=zfKM5oOrNqA)

<https://www.youtube.com/watch?v=zfKM5oOrNqA>

“Allocating Resources”

<https://www.youtube.com/watch?v=JVnSY4hT3i8>

“Resource Allocation Methods- Efficiency and Equity”

<https://www.youtube.com/watch?v=PfpEeYt1zhE>

 **Articles:**

“12 Resource Allocation Tips for Managers”

<https://www.projectmanager.com/blog/resource-allocation>

“10 Ways to Improve Resource Management & Allocation”

<https://www.kimbleapps.com/10-ways-to-improve-resource-management-and-allocation/>

“Quick and Easy Tips For an Effective Resource Allocation Strategy”

<https://backlog.com/blog/quick-and-easy-tips-for-an-effective-resource-allocation-strategy/>

“The 6 Steps of Resource Allocation”

<https://www.projectengineer.net/the-6-steps-of-resource-allocation/>

“How to Allocate Resources Effectively”

<https://www.business2community.com/strategy/allocate-resources-effectively-0789770>



**Books:**

[Finance for Managers; Harvard Business School Press](#)

[Managing Financial Resources, Mick Broadbent](#)

[Real-Time Management of Resource Allocation Systems, Spyros A. Reveliotis](#)



**E-Books:**

“Making Budgets: Public Resource Allocation”

<https://archive.org/details/makingbudgetspub0000danz>

“Resource Allocation: Managing Money and People”

<https://archive.org/details/resourceallocati0000nort>

“Resource-Allocation Behavior”

[https://www.ebooks.com/en-us/book/1255707/resource-allocation-behavior/langholtz-harvey-j-marty-antoinette-t-ball-christo/?src=feed&gclid=EAlaIqobChMli77R576W7AIVBYrICh3Ucw10EAQYBiABEgJbGfD\\_BwE](https://www.ebooks.com/en-us/book/1255707/resource-allocation-behavior/langholtz-harvey-j-marty-antoinette-t-ball-christo/?src=feed&gclid=EAlaIqobChMli77R576W7AIVBYrICh3Ucw10EAQYBiABEgJbGfD_BwE)

“Finance for Non-Finance People”

[https://www.vitalsource.com/products/finance-for-non-finance-people-sandeep-goel-v9780429589690?duration=90&gclid=EAlaIqobChMli77R576W7AIVBYrICh3Ucw10EAQYECABEgK4-fD\\_BwE](https://www.vitalsource.com/products/finance-for-non-finance-people-sandeep-goel-v9780429589690?duration=90&gclid=EAlaIqobChMli77R576W7AIVBYrICh3Ucw10EAQYECABEgK4-fD_BwE)

## Meeting Leadership <sup>(5)</sup>

*Ensuring that a meeting serves its business objectives while using appropriate interpersonal styles and methods and considering the needs and potential contributions of others.*

### Key Actions

- **Opens discussions effectively**—Helps to establish the purpose and importance of the meeting.
- **Clarifies the current situation**—Seeks, gives, and summarizes information; checks for understanding.
- **Develops others' and own ideas**—Seeks, makes, and develops suggestions; makes procedural suggestions.
- **Facilitates agreement**—Tries to build agreement on outcomes and actions.
- **Closes discussions with clear summaries**—Helps to summarize meeting outcomes and establish follow-up.
- **Uses Key Principles**—Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions (enhances self-esteem, empathizes, involves, discloses, supports).

### Learning Resources

## Meeting Participation (5)

*Using appropriate interpersonal styles and methods to help reach a meeting's goals while considering the needs and potential contributions of others.*

### Key Actions

- **Clarifies the current situation**—Seeks, gives, and summarizes information; checks for understanding.
- **Develops others' and own ideas**—Seeks, makes, and develops suggestions; makes procedural suggestions.
- **Facilitates agreement**—Tries to build agreement on outcomes and actions.
- **Uses Key Principles**—Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions (enhances self-esteem, empathizes, involves, discloses, supports).

### Learning Resources

## Mentoring <sup>4</sup>

*Observing, critiquing, and supporting employees in their continued learning and growth. Applying objective information to collaboratively work with other professionals to move the organization forward. Creates an environment that enables employees to reflect, reason, and take personal action to significantly achieve the mission of the organization.*

### Key Actions

- **Clarifies performance**—Seeks information and opinions about an individual’s current performance as well as long-term development needs.
- **Provides timely feedback**—Gives timely, specific, and appropriate feedback about performance, development needs, and development progress; reinforces efforts and progress.
- **Conveys performance expectations and implications**—Communicates high expectations; links performance improvement and skill development to relevant personal and business goals; checks for understanding of and commitment to performance and development goals as well as follow up activities.
- **Evaluates misalignment**—Diagnoses gaps in knowledge, experience, skills, and behavior that underlie current and future performance; continually modifies evaluation based on new information.
- **Facilitates development**—Leverages environmental supports and removes development barriers; advocates for individual to higher levels of management to create development opportunities; provides guidance and positive models; seeks suggestions for improving performance; collaboratively creates development plans that include activities targeted to specific goals.
- **Fosters developmental relationships**—Helps people feel valued and included in coaching and development discussions by expressing confidence in their ability to excel, maintaining their self-esteem, empathizing, and disclosing own position.

### Learning Resources



#### Webinars:

“How to be a Positive Leader”

<http://training.ucptechcentral.org/supervisors/resources/>

“Avoiding Micromanagement”

<http://training.ucptechcentral.org/supervisors/resources/>

“Reverse Mentoring”

<http://training.ucptechcentral.org/supervisors/resources/>

“3 Ways to Creating Learning Journeys that Work”

<https://resources.kenblanchard.com/webinar-archive/3-keys-to-creating-learning-journeys-that-work>

 **Videos:**

["How to Be a Great Mentor | Kenneth Oritz | TEDx BethanyGlobalUniversity  
https://www.youtube.com/watch?v=G3q8kEn\\_nsg](https://www.youtube.com/watch?v=G3q8kEn_nsg)

["Mentoring: How to Be an Effective Mentor- Golden Nugget #6"  
https://www.youtube.com/watch?v=3dD2VCsPrsg](https://www.youtube.com/watch?v=3dD2VCsPrsg)

["How to Mentor Someone | 6 Step Mentoring Process | Mike Phillips"  
https://www.youtube.com/watch?v=W-o4-NCGvt0](https://www.youtube.com/watch?v=W-o4-NCGvt0)

 **Articles:**

["How to Be a Good Mentor"  
https://www.monster.ca/career-advice/article/tips-on-how-to-become-a-mentor](https://www.monster.ca/career-advice/article/tips-on-how-to-become-a-mentor)

["If You Want To Be a Great Mentor Do These 5 Things"  
https://www.forbes.com/sites/carriekerpen/2018/06/18/5-things-great-mentors-do/#7ffa89a96b58](https://www.forbes.com/sites/carriekerpen/2018/06/18/5-things-great-mentors-do/#7ffa89a96b58)

["Mentoring Basics-A Mentor's Guide to Success"  
https://www.bc.edu/content/dam/files/centers/cwf/individuals/pdf/MentorGuide.pdf](https://www.bc.edu/content/dam/files/centers/cwf/individuals/pdf/MentorGuide.pdf)


["7 Tips About How to Mentor Someone"  
https://www.td.org/insights/7-tips-about-how-to-mentor-someone](https://www.td.org/insights/7-tips-about-how-to-mentor-someone)

 **Books:**

[The Mentoring Manual: Your Step by Step Guide to Being a Better Mentor, Julie Starr](#)

[Coaching and Mentoring For Dummies, Marty Brounstein](#)

[Mentoring 101: What Every Leader Needs to Know, John C. Maxwell](#)

 **E-Books:**

["Principles of Coaching- Developing Your Coaching Skills"  
https://free-management-ebooks.tradepub.com/free/w\\_frec44/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_frec44/prgm.cgi?a=1)

["Coaching Skills and Models—Developing Your Coaching Skills"  
https://free-management-ebooks.tradepub.com/free/w\\_frec15/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_frec15/prgm.cgi?a=1)

["Successful Mentoring in a Week"  
https://archive.org/details/successfulmentor0000cart](https://archive.org/details/successfulmentor0000cart)

["Mentoring for Success"  
https://archive.org/details/mentoringforsucc0000wein](https://archive.org/details/mentoringforsucc0000wein)



## Motivating 4

*Understands that high levels of achievement occur with people when individuals become intrinsically motivated. While maintaining a positive direction, constantly seeks and confirms what inspires others to excel within the organization. As a result, individuals in the organization develop high levels of personal commitment to achieve the organizational goals and celebrate significant accomplishments.*

### Key Actions

- **Clarifies the situation**—Uses open-ended questions to explore current issues, identify important decision makers, and understand others' goals, perspectives, and concerns; summarizes to ensure mutual understanding.
- **Explores to discover intrinsic motivators** – Through one-to-one communication, explores to discover the unique interests, needs, and motivators of each staff member. Applies tools such as a Stay Interview Guide and Individual Values Assessment questionnaire.
- **Builds a compelling case**—Clearly communicates the benefits of accepting the idea (for the individual, team, and organization); aligns project assignments and tasks to the unique interests of each staff member; tailors the persuasion strategy to engage individuals emotionally and rationally; leverages supporting evidence to address anticipated objections; summarizes benefits to ensure understanding.
- **Involves others in exploring solutions**—Asks for others' ideas and builds on their ideas to reach a mutually agreeable solution; seeks and respects alternative approaches and conflicting viewpoints to identify points of agreement.
- **Empathizes with others' concerns**—Listens carefully when others express positive or negative emotions; identifies the facts and emotions expressed to help others feel understood, overcome resistance, and build relationships.
- **Steers commitment to action**—Gauges the other person's readiness to commit to action; checks for common understanding of next steps, responsibilities, time frames, and tracking methods; offers time, support, and resources.

### Learning Resources



#### Webinars:

"Motivating Managers"

<http://training.ucptechcentral.org/supervisors/resources/>

"Encouraging Team Creativity"

<http://training.ucptechcentral.org/supervisors/resources/>

"How to Be a More Influential Leader"

<https://www.ccl.org/webinars/driving-organizational-results-how-effective-influencing-can-be-a-game-changer/>

 **Videos:**

"How to Motivate Others"

<https://www.youtube.com/watch?v=cetYtg-GUKc>

"How to Motivate People Around You | Think Out Loud With Jay Shetty"

[https://www.youtube.com/watch?v=\\_nFXUpI2RXs](https://www.youtube.com/watch?v=_nFXUpI2RXs)

"Motivating People to Excellence | Cheryl Feurguson | TEDx Winnipeg"

<https://www.youtube.com/watch?v=aljb6ZXBwV0>

"How to Keep Your Team Motivated"

<https://www.youtube.com/watch?v=H9LSopkLbpw>

 **Articles:**

"How to Motivate and Inspire Your People in Difficult Times"

<https://www.reliableplant.com/Read/18525/how-to-motivate-inspire-your-people-in-difficult-times>

"How to Motivate People: 4 Steps Backed By Science"

<https://time.com/53748/how-to-motivate-people-4-steps-backed-by-science/>

"How to Motivate People Around You and Inspire Them"

<https://www.lifehack.org/articles/communication/7-ways-motivate-others-even-you-can.html>

"How to Motivate the Unmotivated"

<https://leadershipfreak.blog/2013/02/01/how-to-motivate-the-unmotivated/>

 **Books:**

[Intrinsic Motivation at Work: Building Energy and Commitment; Kenneth W. Thomas](#)

[The Progress Principle; Steven Kramer and Teresa Amabile](#)

[Start With Why: How Great Leaders Inspire Everyone to Take Action; Simon Sinek](#)

[Multipliers: How the Best Leader Make Everyone Smarter, Liz Wiseman](#)

 **E-Books:**

"10 Ways to Motivate Your Team"

[https://free-management-ebooks.tradepub.com/free/w\\_jose03/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_jose03/prgm.cgi?a=1)

"5 Ways to Motivate Your Staff That Work in Real Life"

[https://free-management-ebooks.tradepub.com/free/w\\_resa08/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_resa08/prgm.cgi?a=1)

"101 Ways to Motivate Employees"

[https://free-management-ebooks.tradepub.com/free/w\\_jamy01/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_jamy01/prgm.cgi?a=1)

## Negotiation <sup>(4)</sup>

*Effectively exploring alternatives and positions to reach outcomes that gain the support and acceptance of all parties.*

### Key Actions

- **Clarifies the current situation**—Explores all parties' needs, concerns, and initial positions, including own.
- **Identifies points of agreement/disagreement**—Builds common ground by highlighting areas of agreement; focuses efforts by pointing out areas of disagreement.
- **Keeps discussion issue oriented**—Manages the interpersonal process to stay focused on the task; constructively addresses emotions and conflict.
- **Develops others' and own ideas**—Engages in mutual problem solving by brainstorming alternative positions or approaches and evaluating them openly and fairly.
- **Builds support for preferred alternatives**—Builds value of preferred alternatives by relating them to the other party's needs; responds to objections by emphasizing value; exposes problems with undesirable alternatives.
- **Facilitates agreement**—Seeks a win-win solution through a give-and-take process that recognizes each party's core needs.

### Learning Resources

## Operational Decision Making <sup>3</sup>

*Securing and comparing information from multiple sources to identify business issues; committing to an action after weighing alternative solutions against important decision criteria.*

### Key Actions

- **Gathers information**—Recognizes the need for additional information and asks questions to obtain it.
- **Makes connections**—Examines qualitative and quantitative data to identify operational problems, trends, and underlying issues and to understand possible cause-effect relationships.
- **Determines the best alternative**—Generates options for action to address an issue or opportunity; develops decision criteria that prioritize potential business outcomes, customer needs, available resources, technological advances, and organizational values; selects the best course of action.
- **Demonstrates decisiveness/action**—Makes timely decisions; takes action to pursue an opportunity, address an issue, or prevent a problem.
- **Considers others' perspectives**—Involves others in the decision-making process as needed to obtain information, generate alternatives, make the best decision, and ensure buy-in; builds consensus when appropriate.

### Learning Resources

## Optimizing Diversity 4

*Establishing and supporting organizational systems, policies, and practices that reduce barriers and leverage the capabilities and insights of individuals with diverse backgrounds, cultures, styles, abilities, and motivation.*

### Key Actions

- **Explores current resources**—Gathers information to uncover the needs, perspectives, and talents of employees with diverse backgrounds.
- **Uses diversity as an advantage**—Sets up outreach systems and processes that seek ideas, opinions, and insights from diverse sources and individuals; optimizes effectiveness by aligning individuals' unique talents, interests, and abilities with the most relevant roles and responsibilities.
- **Champions diversity**—Advocates the value of diversity as a competitive advantage; initiates recruiting and development processes to increase diversity in the workplace; confronts racist, sexist, or inappropriate behavior by others; prohibits exclusionary organizational practices.

### Learning Resources

## Patient Education/Health Promotion 5

*Supporting and instructing the patient and patient's caregivers in the clinical procedures, equipment, and lifestyle changes needed to achieve positive outcomes.*

### Key Actions

- **Articulates treatments and self-care**—Understands clinical methods related to health promotion and the underlying physiology of the disease or injury; knowledgeable of the impact of self-care on patient outcomes.
- **Agrees on actions to be taken**—Seeks and confirms agreement from patient and caregivers on interventions, self-care to be performed, and expected outcomes; begins discharge planning process early in stay.
- **Explains and demonstrates**—Describes intervention and demonstrates process or treatment in the appropriate amount of detail; encourages questions to ensure understanding.
- **Tailors approach**—Assesses the patient's or caregiver's learning needs and readiness to learn; customizes coaching approach to the patient's or caregiver's learning style.
- **Uses relationship skills effectively**—Maintains or enhances patient's and caregiver's self-esteem; listens and responds with empathy to patient's and caregiver's concerns; shares thoughts, feelings, and rationale to build trust; provides support without removing responsibility.

### Learning Resources



#### Webinars:

["Supporting Decision-Making: Assisting People to Make Better Decisions"](https://www.aaid.org/education/education-archive/2020/10/22/default-calendar/supporting-decision-making-assisting-people-to-make-better-decisions)

<https://www.aaid.org/education/education-archive/2020/10/22/default-calendar/supporting-decision-making-assisting-people-to-make-better-decisions>

["Communication Resources: The National Joint Committee on The Communication Needs of Persons With Severe Disabilities"](https://www.aaid.org/education/education-archive/2020/06/11/default-calendar/communication-resources-the-national-joint-committee-on-the-communication-needs-of-persons-with-severe-disabilities)

<https://www.aaid.org/education/education-archive/2020/06/11/default-calendar/communication-resources-the-national-joint-committee-on-the-communication-needs-of-persons-with-severe-disabilities>

["Supporting Families During Times of Transition"](https://www.aaid.org/education/education-archive/2018/10/30/default-calendar/Supporting-families-during-times-of-transition)

<https://www.aaid.org/education/education-archive/2018/10/30/default-calendar/Supporting-families-during-times-of-transition>



#### Videos:

["Power of Patient Education"](https://www.youtube.com/watch?v=GRzpXYBptJY)

<https://www.youtube.com/watch?v=GRzpXYBptJY>

["AAIDD: James Thompson- Disability at the "Fit" Between Environment and Personal Competencies"](https://www.youtube.com/watch?v=t35YTI0J9wE)

<https://www.youtube.com/watch?v=t35YTI0J9wE>

“AAIDD: Elizabeth Perkins- Providing Health Care Advocacy Across the Lifespan”

<https://www.youtube.com/watch?v=o4wPJvP5w94>



**Articles:**

“What Makes a Successful DSP?”

<https://opensystemshealthcare.com/what-makes-a-successful-dsp/>

“Patient Safety Awareness, Past Present & Future”

<https://www.youtube.com/watch?v=Ihex0EdauLl>

“7 Ways to Improve Caregiver Patient Relationships”

<https://commhealthcare.com/7-ways-to-improve-caregiver-patient-relationship/>



**Books:**

[Case Management: A Practical Guide to Success in Managed Care; Suzanne K. Powell](#)

[Fundamentals of Health Care Quality Management; Edwards & Williams Hermanson](#)

[Clinical Psychology and People with Intellectual Disabilities; Eric Emerson](#)



**E-Books:**

“Meeting the Challenge of Healthcare Emergencies with Innovation”

[https://free-management-ebooks.tradepub.com/free/w\\_serc156/](https://free-management-ebooks.tradepub.com/free/w_serc156/)

“The Successful Care Manager: What You Need to Know”

<https://careexcellence.org/the-successful-care-manager-ebook/>

“Making Health Care Decisions”

<https://www.kobo.com/ww/en/ebook/making-health-care-decisions-4>

## Personal Growth Orientation 2

*Actively pursuing development experiences to improve interpersonal and business impact.*

### Key Actions

- **Pursues learning activities**—Seeks a variety of formal and informal developmental experiences to enhance knowledge, skills, and behaviors; proactively makes time for these key experiences.
- **Takes risks in learning**—Sets challenging development goals to close skill gaps; is willing to make mistakes in order to learn; takes on new assignments that provide a stretch outside own comfort zone.
- **Applies learning to new challenges**—Puts new knowledge, skills, and behavior to practical use on the job; transfers new insights from one setting to another; modifies behavior based on feedback and knowledge of impact on others.

### Learning Resources



## Person-focused (UCP Cultural Pillar – Direct Support Positions) 2

*Puts the interests of the people we support first.*

### Key Actions

- **Service Participant Orientation** - Places a high priority on the service participant's perspective when making decisions and taking action; implements practices that meet service participant needs. Actively gathers information to understand service participant's circumstances, problems, expectations, and needs. Identifies barriers that affect service participant satisfaction; takes action that creates service participant satisfaction and prevents unacceptable service issues from occurring.
- **Service Participant Focus** - Ensures that the service participant's perspective is a driving force behind individual activities. Seeks feedback and suggestions for improving products and services. Uses understanding of service participant needs to institute processes, procedures, partnerships, performance expectations, and training that will improve service participant satisfaction and prevent service issues from occurring. Generates mutually beneficial solutions or alternatives.

### Learning Resources



#### Webinars:

[CDS Person Centered Planning - Overview - pg. 25](#)

[Access CDS / CDS Log-In Information](#)

[CDS Community Inclusion - Overview - pg. 7](#)

[Access CDS / CDS Log-In Information](#)

[Office of Developmental Programs Training – Participant Directed Services \(create log in to access\)](#)

[LeadUp Training: What's empathy got to do with it? How to Exercise Your Thinking and Feeling Muscles > Empathy Tab](#)

[LeadUp Training: How to be a Positive Leader: Small Actions, Big Impact >How to be a Positive Leader Tab](#)

[LeadUp Training: Avoiding Unconscious Bias at Work >Avoiding Unconscious Bias at Work Tab](#)

## Person-focused (UCP Cultural Pillar) 2

*Puts the interests of the customer first.*

### Key Actions

**Customer Orientation** - Places a high priority on the customer's perspective when making decisions and taking action; implements practices that meet customer needs. Actively gathers information to understand customer's circumstances, problems, expectations, and needs. Identifies barriers that affect customer satisfaction; takes action that creates customer satisfaction and prevents unacceptable service issues from occurring.

**Customer Focus** - Ensures that the customer's perspective is a driving force behind individual activities. Seeks customer feedback and suggestions for improving products and services. Uses understanding of customer needs to institute processes, procedures, partnerships, performance expectations, and training that will improve customer satisfaction and prevent service issues from occurring. Generates mutually beneficial solutions or alternatives.

### Learning Resources



#### Webinars:

[LeadUp Training: \*What's empathy got to do with it? How to Exercise Your Thinking and Feeling Muscles\* > Empathy Tab](#)

[LeadUp Training: \*How to be a Positive Leader: Small Actions, Big Impact\* >How to be a Positive Leader Tab](#)

[LeadUp Training: \*Avoiding Unconscious Bias at Work\* >Avoiding Unconscious Bias at Work Tab](#)



#### Articles:

["7 Best Practices for Providing the Best Customer Service,"](#)

<https://www.salesforce.com/products/service-cloud/best-practices/customer-service-best-practices/>

["9 Customer Service Practices that can Lead Your Company to Extraordinary Success,"](#)

<https://www.forbes.com/sites/micahsolomon/2017/02/24/nine-customer-service-best-practices-that-can-lead-your-company-to-extraordinary-success/#6a36e2033bbd>

["Customer Service Principles,"](#)

<https://www.userlike.com/en/blog/customer-service-principles>

["10 Service Principles Every Employee Should Know,"](#)

<https://www.billhogg.ca/10-service-principles-every-employee-should-know/>

["10 Commandments of Great Customer Service,"](#)

<https://www.thebalancesmb.com/ten-commandments-of-great-customer-service-2295997>

## Planning 4

*Recognizing the value of effectively implementing a plan of care for service participants, while keeping the end goal in mind. Works with supervisor to reach a mutual understanding of overall goals and objectives. When appropriate, involves others to seek their input and maintain awareness of progress.*

### Key Actions

- **Prioritizes**—Identifies more critical and less critical activities and assignments; adjusts priorities when appropriate.
- **Determines tasks and resources**—Determines project/assignment requirements by breaking them down into tasks and identifying types of equipment, materials, and people needed.
- **Schedules**—Allocates appropriate amounts of time for completing own and others' work; avoids scheduling conflicts; develops timelines and milestones.
- **Leverages resources**—Takes advantage of available resources (individuals, processes, departments, and tools) to complete work efficiently; coordinates with internal and external partners.
- **Stays focused**—Uses time effectively and prevents irrelevant issues or distractions from interfering with work completion.
- **Stays informed**—Establishes procedures to remain aware of issues, follow up on action items, and track results (e.g., quality, quantity, cost, or timeliness).

### Learning Resources



#### Webinars:

"Prioritization"

<http://training.ucptechcentral.org/supervisors/resources/>

"Creating Time in Your Day"

<http://training.ucptechcentral.org/supervisors/resources/>

"Managing Interruptions"

<http://training.ucptechcentral.org/supervisors/resources/>



#### Videos:

"Planning Skills For Managers: How to Be a Better Planner (Top 30 Tips)"

<https://www.youtube.com/watch?v=KsereNgBIHM>

"How to Stay Focused"

<https://www.youtube.com/watch?v=WhbYBb0huMs>

"How to Prioritize Tasks Effectively: GET THINGS DONE"

<https://www.youtube.com/watch?v=czh4rmk75jc>

"How to Plan a Productive Work Schedule"

[https://www.youtube.com/watch?v=uPZZHw\\_j63g](https://www.youtube.com/watch?v=uPZZHw_j63g)

"Using the Eisenhower Decision Matrix"

<https://www.youtube.com/watch?v=suGXZ1869qc>



#### **Articles:**

"How to Prioritize Work and Meet Deadlines When Everything is #1"

<https://www.liquidplanner.com/blog/how-to-prioritize-work-when-everythings-1/>

"Introducing the Eisenhower Matrix"

<https://www.eisenhower.me/eisenhower-matrix/>

"How to Prioritize Your Most Important Work"

<https://asana.com/resources/how-prioritize-tasks-work>

"What to Do When You're Feeling Distracted At Work"

<https://hbr.org/2017/12/what-to-do-when-youre-feeling-distracted-at-work>



#### **Books:**

[Planning For Everything: The Design of Paths and Goals; Peter Morville](#)

[Project Planning and Scheduling; Gregory T. Haugan](#)

[Getting Things Done: The Art of Stress-Free Productivity, David Allen](#)

[The One Thing: The Surprisingly Simple Truth Behind Extraordinary Results; Jay Keller, Gary & Papasan](#)



#### **E-Books:**

"Time Management Strategies"

[https://free-management-ebooks.tradepub.com/free/w\\_make389/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_make389/prgm.cgi?a=1)

## Planning and Organizing 4

*Establishing an action plan for self and others to complete work efficiently and on time by setting priorities, establishing timelines, and leveraging resources.*

### Key Actions

- **Prioritizes**—Identifies more critical and less critical activities and assignments; adjusts priorities when appropriate.
- **Determines tasks and resources**—Determines project/assignment requirements by breaking them down into tasks and identifying types of equipment, materials, and people needed.
- **Schedules**—Allocates appropriate amounts of time for completing own and others' work; avoids scheduling conflicts; develops timelines and milestones.
- **Leverages resources**—Takes advantage of available resources (individuals, processes, departments, and tools) to complete work efficiently; coordinates with internal and external partners.
- **Stays focused**—Uses time effectively and prevents irrelevant issues or distractions from interfering with work completion.
- **Stays informed**—Establishes procedures to remain aware of issues, follow up on action items, and track results (e.g., quality, quantity, cost, or timeliness).

### Learning Resources



#### Webinars:

[“Developing Personal Accountability”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Prioritization”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Creating Time in Your Day”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Managing Interruptions”](#)

<http://training.ucptechcentral.org/supervisors/resources/>



#### Videos:

[“How to Keep Yourself Accountable”](#)

<https://www.youtube.com/watch?v=NRDazZekmPk>

[“How to Stay Focused”](#)

<https://www.youtube.com/watch?v=WhbYBb0huMs>

“Project Management: How to Manage Resources”

<https://www.youtube.com/watch?v=CxapGqlh3Fg>

“21- The Importance and Use of Budgets Within an Organization”

<https://www.youtube.com/watch?v=nS58YW1NFbE>

 **Articles:**

“10 Ways to Improve Resource Management & Allocation”

<https://www.kimbleapps.com/10-ways-to-improve-resource-management-and-allocation/>

“Introducing the Eisenhower Matrix”

<https://www.eisenhower.me/eisenhower-matrix/>

“How to Prioritize Your Most Important Work”

<https://asana.com/resources/how-prioritize-tasks-work>

A Way to Plan if you’re Bad at Planning

<https://hbr.org/2017/07/a-way-to-plan-if-youre-bad-at-planning>

 **Books:**

[Managing Financial Resources, Mick Broadbent](#)

[Real-Time Management of Resource Allocation Systems, Spyros A. Reveliotis](#)

[Planning For Everything: The Design of Paths and Goals; Peter Morville](#)

[9 Things Successful People Do Differently, Heidi Grant Halvorson](#)

 **E-Books:**

How to Handle Responsibility

<https://archive.org/details/howtohandlerespo00nels/mode/2up>

I Am Accountable: Ten Choices that Create Deeper Meaning in Your Life, Your Organization, and Your World

<https://www.kobo.com/us/en/ebook/i-am-accountable>

## Positive Approach 1

*Demonstrating a positive attitude in the face of difficult or challenging situations; providing an uplifting (yet realistic) outlook on what the future holds and the opportunities it might present.*

### Key Actions

- **Instills confidence**—Communicates confidence in others' ability to succeed when people are faced with significant challenges or difficult odds.
- **Provides a positive outlook**—Looks for and communicates the positive qualities and longer-term benefits of challenging situations (while facing the real problems).
- **Uplifts spirit**—Uses an optimistic perspective to motivate others to try harder to achieve.

### Learning Resources

# Positive Attitude <sup>1</sup>

*Demonstrating a habit of viewing the world from a positive frame of mind. Able to manage personal frustrations in a constructive and resourceful manner. When encountering unproductive situations, able to quickly shift into a more constructive direction.*

## Key Actions

- **Instills confidence**—Communicates confidence in others' ability to succeed when people are faced with significant challenges or difficult odds.
- **Provides a positive outlook**—Looks for and communicates the positive qualities and longer-term benefits of challenging situations (while facing the real problems).
- **Uplifts spirit**—Uses an optimistic perspective to motivate others to try harder to achieve.

## Learning Resources



### Webinars:

["How to Be a Positive Leader"](#)

<http://training.ucptechcentral.org/supervisors/resources/>

["Encouraging Team Creativity"](#)

<http://training.ucptechcentral.org/supervisors/resources/>

["Growth Mindset: Putting Positive Thinking Into Practice"](#)

<https://www.youtube.com/watch?v=iS7qMO5zmvE>

["Positive Attitude"](#)

[https://www.youtube.com/watch?v=P8k\\_WAUww74](https://www.youtube.com/watch?v=P8k_WAUww74)



### Videos:

["12 Unbeatable Ways to Develop a Positive Attitude"](#)

<https://www.youtube.com/watch?v=GeAZdp5sj9Q>

["How to Have a Positive Attitude"](#)

<https://www.youtube.com/watch?v=IJRqrHJ-L9s>

["How to Reprogram Your Mind \(For Positive Thinking\)"](#)

[https://www.youtube.com/watch?v=wmx\\_35rQIRg](https://www.youtube.com/watch?v=wmx_35rQIRg)

["Positive Attitude at Work \(Stay Positive at Work\)"](#)

<https://www.youtube.com/watch?v=XBcYVKn6RKg>

["7 Ways to Keep a Positive Mindset \(No Matter What Problems You Have\)"](#)

<https://www.youtube.com/watch?v=vwxUnDB1PfA>



### Articles:



[“18 Simple Ways to Keep a Positive Attitude at Work”](#)

<https://wheniwork.com/blog/18-simple-ways-to-keep-a-positive-attitude-at-work>

[“Developing a Positive Attitude”](#)

<https://www.clarke.edu/campus-life/health-wellness/counseling/articles-advice/developing-a-positive-attitude/>

[“10 Tips for Maintaining a Positive Attitude”](#)

<https://www.indeed.com/career-advice/career-development/how-to-keep-a-positive-attitude>

[“How to Achieve a Positive Attitude”](#)

<https://www.health.harvard.edu/mind-and-mood/how-to-achieve-a-positive-attitude>

[“15 Ways to Stay Positive at Work”](#)

<https://www.lifehack.org/articles/work/15-ways-stay-positive-work.html>



#### **Books:**

[The Power of Positive Thinking, Dr. Norman Vincent Peale](#)

[The Power of Your Attitude, Stan Toler](#)

[The Attitude Book: 50 Ways to Positively Affect Your Life and Work, Simon Tyler](#)

[Positivity: A Step Beyond Positive Thinking; Matt Morris](#)

[The Happiness Advantage: The Seven Principles of Positive Psychology That Fuel Success and Performance at Work, Shawn Achor](#)



#### **E-Books:**

[“Building a Positive Attitude”](#)

<https://archive.org/details/buildingpositive0000wilk/page/n11/mode/2up>

[“The Power of a Positive Attitude: Discovering the Key to Success”](#)

[https://archive.org/details/isbn\\_9780814410134/mode/2up](https://archive.org/details/isbn_9780814410134/mode/2up)

[“Success Through a Positive Mental Attitude”](#)

<https://archive.org/details/successthroughpo2007hill>

[“Positive Attitudes at Work”](#)

<https://archive.org/details/positiveattitude0000ferr>

[“Great Days at Work: How Positive Psychology Can Transform Your Working Life”](#)

<https://archive.org/details/greatdaysatworkh0000haze>

## Quality Orientation 3

*Accomplishing tasks by considering all areas involved, no matter how detailed; showing concern for all aspects of the job; accurately checking processes and tasks; being watchful over a period of time.*

### Key Actions

- **Follows procedures**—Accurately and carefully follows established procedures for completing work tasks.
- **Ensures high quality output**—Vigilantly watches over job processes, tasks, and work products to ensure freedom from errors, omissions, or defects.
- **Takes action**—Initiates action to correct quality problems or notifies others of quality issues as appropriate.

### Learning Resources



#### Webinars:

[“Developing Personal Accountability”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Reactive Decision Making”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Prioritization”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Creating Time In Your Day”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Lafley and Martin’s Five-Step Strategy Model”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Jain And Sharma’s BADIR™ Framework”](#)

<http://training.ucptechcentral.org/supervisors/resources/>



#### Videos:

[“To-Do List Overload! How to Manage Too Many Tasks”](#)

<https://www.youtube.com/watch?v=XfVD5JraeFQ>

[“How to Prioritize Tasks at Work | Tips for Time Management & Managing Priorities at Work”](#)

<https://www.youtube.com/watch?v=j3y2tb0nYAE>

[“Tips to Improve Performance at Work”](#)

<https://www.youtube.com/watch?v=2mpLdqqEPMw>

[“15 Ways to Improve Productivity”](#)

<https://www.youtube.com/watch?v=4h04mCYvj3Q>

"7 Proven Ways to Improve Work Efficiency & Productivity 2020"

<https://www.youtube.com/watch?v=uAhWVnsSIGY>



**Articles:**

"30 Quick Way to Improve Work Performance and Quality"

<https://www.samewave.com/posts/7-ways-to-improve-work-performance>

"The 5 Must-Have Qualities Of The Modern Employee"

<https://www.forbes.com/sites/jacobmorgan/2013/08/27/5-must-have-qualities-modern-employee/#23c1bc642829>

"Why is it Important to Follow Rules and Procedures at Work"

<https://content.wisestep.com/important-follow-rules-procedures-work/>

"10 Tips for Being More Goal-Oriented at Work"

<https://www.indeed.com/career-advice/career-development/being-goal-oriented-at-work>



**Books:**

[Getting Things Done: The Art of Stress-Free Productivity, David Allen](#)

[Master Your Time, Master Your Life: The Breakthrough System to Get More Results, Faster, in Every Area of Your Life; Brian Tracy](#)

[Accountability: Taking Ownership of Your Responsibility, Henry Browning](#)

[Great at Work: The Hidden Habits of Top Performers; Morten T. Hansen](#)

[Atomic Habits: An Easy & Proven Way to Build Good Habits & Break Bad Ones; James Clear](#)



**Articles:**

"Practical Stress Busting Secrets"

[https://free-management-ebooks.tradepub.com/free/w\\_webf18/](https://free-management-ebooks.tradepub.com/free/w_webf18/)

How to Handle Responsibility

<https://archive.org/details/howtohandlerespo00nels/mode/2up>

"Time Management Strategies"

[https://free-management-ebooks.tradepub.com/free/w\\_make389/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_make389/prgm.cgi?a=1)

## Raising the Bar 4

*Continuously raising expectations of team performance; motivating and supporting team efforts to achieve goals while upholding organizational values and standards; tracking progress toward goals.*

### Key Actions

- **Raises expectations and goals**—Creates a performance culture in the team to continuously improve and develop; establishes challenging goals for self and others that are designed to achieve positive business results.
- **Guides team progress**—Monitors team’s progress in achieving milestones; takes action to keep the team on track.
- **Inspires success**—Uses appropriate words and actions to help others envision and move toward higher levels of performance; stimulates enthusiasm for potential accomplishments.
- **Promotes organizational interests**—Champions organizational decisions and values in a credible way; ensures that team members uphold organizational values and standards.

### Learning Resources

#### Webinars:

“Prioritization”

<http://training.ucptechcentral.org/supervisors/resources/>

“Reactive Decision Making”

<http://training.ucptechcentral.org/supervisors/resources/>

“Encouraging Team Creativity”

<http://training.ucptechcentral.org/supervisors/resources/>

“How to Be a Positive Leader”

<http://training.ucptechcentral.org/supervisors/resources/>

“Developing Personal Accountability”

<http://training.ucptechcentral.org/supervisors/resources/>

#### Videos:

“5 Steps for Building Trust in the Workplace (Including Trust Building Activities)”

<https://www.youtube.com/watch?v=NMqSVhwTKfs>

“Workplace Trust and Transparency | Ben Hempstead | TEDx SnolsleLibraries”

<https://www.youtube.com/watch?v=r540VOIVufc>

“Problem Solving at Work”

<https://www.youtube.com/watch?v=L8FpU4D1z4o>

“Solving Problems in The Workplace”

<https://www.youtube.com/watch?v=diBKxd4TLdU>

"4 Ways to Go Above and Beyond at Your Job"

<https://www.themuse.com/advice/4-ways-to-go-above-and-beyond-at-your-job>

 **Articles:**

"4 Ways to Go Above and Beyond at Your Job"

<https://www.themuse.com/advice/4-ways-to-go-above-and-beyond-at-your-job>

"Want to Stand Out at Work? How to Go Above and Beyond Your Job Description"

<https://www.idealists.org/en/careers/stand-out-work-above-beyond>

"How to Develop Effective Work Relationships"

<https://www.thebalancecareers.com/developing-effective-work-relationships-1919386>

"12 Practical Ways to Build Trust at Work"

<https://blog.jostle.me/blog/ways-to-build-trust-at-work>

"Work-Life Lesson 3: Set Your Performance Standards High and Never Give in to "Good Enough". Be Your Own Toughest Critic."

<https://glennremoras.com/2011/03/20/businesslesson3/>



**Books:**

[Accountability: Taking Ownership of Your Responsibility, Henry Browning](#)

[Intrinsic Motivation at Work: Building Energy and Commitment; Kenneth W. Thomas](#)

[The Progress Principle; Steven Kramer and Teresa Amabile](#)

[Building Trust: How to Get It! How to Keep It! , Hyler Bracey](#)

[The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change; Stephen R. Covey](#)



**E-Books:**

"10 Ways to Motivate Your Team"

[https://free-management-ebooks.tradepub.com/free/w\\_jose03/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_jose03/prgm.cgi?a=1)

"Why Taking Responsibility is Key to Being The Best You"

<https://ideapod.com/product/why-taking-responsibility-is-key-to-being-the-best-you-ebook-2/>

"A Manager's Guide to Improving Workplace Performance"

<https://archive.org/details/managersguidetoi0000chev>

"Responsibility at Work"

<https://www.kobo.com/us/en/ebook/responsibility-at-work-wcs-desptop-edition>

## Rapport <sup>2</sup>

*Quickly finding common connections with others to build and maintain trust. Personal connections with others reflect one-to-one interactions for mutual benefit. Instinctively using multiple approaches to know and relate to others as unique individuals.*

### Key Actions

- **Establishes relationships**—Connects easily with new people; puts others at ease and gains personal acceptance.
- **Helps others have personal win**—Recognizes and supports others' personal stake in business objectives; helps promote others' agendas that are consistent with the sales objectives; acts as a collaborative partner.
- **Reinforces others' self-worth**—Treats people with dignity, respect, and fairness; sincerely compliments others' contributions; redirects the discussion when others' esteem is threatened; shows empathy and understanding in response to stated concerns; avoids minimizing or ignoring others' feelings; offers assurances about issues of concern.
- **Shows can be trusted**—Demonstrates openness in dealing with others; shares personal agenda; acts in a manner consistent with organizational, social, and moral values; ensures that words and actions are consistent; keeps commitments to agreed-upon actions.

### Learning Resources



#### Webinars:

[“Building Rapport In Coaching”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Humility”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“The Future of Work- The Influence Model For Relationships”](#)

<https://www.giant.tv/groups/everyone/recordings/457>



#### Videos:

[“How to Build Relationships at Work”](#)

<https://www.youtube.com/watch?v=p8Wq6UN5Odw>

[“Building Connections: How to Be a Relationship Ninja | Rosan Auyeung-Chen | TEDx SFU”](#)

<https://www.youtube.com/watch?v=cBmMZFPf18>

[“How to Build Trust and Relationships”](#)

<https://www.youtube.com/watch?v=wtNOq1Bwt4>

[“How to Build \(and Rebuild\) Trust | Frances Frei”](#)

<https://www.youtube.com/watch?v=pVeq-0dlqpk>

“How to Coach Someone With Low Self Esteem”

<https://www.youtube.com/watch?v=x0sNI4LCspg>

“How to Build Rapport | Tony Robbins”

<https://www.youtube.com/watch?v=-9uHBEGpJm4>

#### **Articles:**

“Building Rapport”

<https://www.skillsyouneed.com/ips/rapport.html#:~:text=Show%20some%20empathy.,will%20help%20to%20achieve%20this.>

“Building Rapport: Tips and Examples”

<https://www.indeed.com/career-advice/starting-new-job/building-rapport>

“20 Ways to Build Rapport”

<https://www.indeed.com/career-advice/career-development/what-is-rapport>

“8 Ways to Build Workplace Relationships”

<https://www.indeed.com/career-advice/career-development/how-to-build-relationships>

“5 Steps for Building Trust in The Workplace”

<https://www.td.org/insights/5-steps-for-building-trust-in-the-workplace>



#### **Books:**

[Rapport: The Art of Connecting With People and Building Relationships; Gabriel Angelo](#)

[It's Not All About Me: The Top Ten Techniques for Building Quick Rapport With Anyone, Robin Dreeke](#)

[Business Relationships That Last: Five Steps to Transform Contacts Into High Performing Relationships, Ed Wallace](#)



#### **E-Books:**

“Building Rapport in Business: The Definitive Guide”

<https://businessfirstimpression.com/building-rapport/>

“Becoming a Trustworthy Leader: Psychology and Practice”

<https://archive.org/details/becomingtrustwor0000mish?q=build+trust>

“Trust and Betrayal in The Workplace: Building Effective Relationships in Your Organization”

[https://play.google.com/store/books/details?pcampaignid=books\\_read\\_action&id=H5GDBAAQBAJ](https://play.google.com/store/books/details?pcampaignid=books_read_action&id=H5GDBAAQBAJ)

## Resource Allocation <sup>4</sup>

*Understands the importance of being highly aware of the financial resources of the organization. Utilizes resources in ways that will enhance the effectiveness of the organization in a responsible manner. Works closely with team members to ensure the best utilization of the organization resources while keeping them informed regarding financial realities.*

### Key Actions

- **Identifies monitoring needs**—Determines which processes or areas need to be monitored; identifies what financial information needs to be obtained.
- **Develops monitoring systems**—Establishes systems to monitor activities or outputs that are easy to use and that provide timely and pertinent information.
- **Implements tracking systems**—Effectively puts in place monitoring systems with minimal interruption for other organizational processes.
- **Reviews data**—Collects and reviews data on a regular basis to determine progress, anticipate needs, and make necessary adjustments to personnel or processes.

### Learning Resources



#### Webinars:

[“Jain and Sharma’s BADIR™ Framework”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Using Predictive Analytics to Turn Data Into Leadership Action”](https://www.ccl.org/webinars/using-predictive-analytics-to-turn-data-into-leadership-action/)

<https://www.ccl.org/webinars/using-predictive-analytics-to-turn-data-into-leadership-action/>

[“Best Practices of Capacity and Resource Planning”](https://www.praecipio.com/resources/webinars/best-practices-of-capacity-and-resource-planning)

<https://www.praecipio.com/resources/webinars/best-practices-of-capacity-and-resource-planning>

[“Prioritize Your People-Best Practices For Effective Resource Allocation”](https://go.keyedin.com/projects/webinar/prioritize-your-people)

<https://go.keyedin.com/projects/webinar/prioritize-your-people>

[“How to Read and Understand Financial Statements for your Nonprofit Organization”](https://www.youtube.com/watch?v=SiAUTYaM944)

<https://www.youtube.com/watch?v=SiAUTYaM944>



#### Videos:

[“Project Management: How to Manage Resources”](https://www.youtube.com/watch?v=CxapGqlh3Fg)

<https://www.youtube.com/watch?v=CxapGqlh3Fg>

[“21- The Importance and Use of Budgets Within an Organization”](https://www.youtube.com/watch?v=nS58YW1NFbE)

<https://www.youtube.com/watch?v=nS58YW1NFbE>

[“Limited Resources or Unlimited Resourcefulness: Getting More Done | Scott Lesnick | TEDx Oshkosh”](https://www.youtube.com/watch?v=zfKM5oOrNqA)

<https://www.youtube.com/watch?v=zfKM5oOrNqA>



“Allocating Resources”

<https://www.youtube.com/watch?v=JVnSY4hT3i8>

“Resource Allocation Methods- Efficiency and Equity”

<https://www.youtube.com/watch?v=PfpEeYt1zhE>



**Articles:**

“12 Resource Allocation Tips for Managers”

<https://www.projectmanager.com/blog/resource-allocation>

“10 Ways to Improve Resource Management & Allocation”

<https://www.kimbleapps.com/10-ways-to-improve-resource-management-and-allocation/>

“Quick and Easy Tips For an Effective Resource Allocation Strategy”

<https://backlog.com/blog/quick-and-easy-tips-for-an-effective-resource-allocation-strategy/>

“The 6 Steps of Resource Allocation”

<https://www.projectengineer.net/the-6-steps-of-resource-allocation/>

“How to Allocate Resources Effectively”

<https://www.business2community.com/strategy/allocate-resources-effectively-0789770>



**Books:**

[Finance for Managers; Harvard Business School Press](#)

[Managing Financial Resources, Mick Broadbent](#)

[Real-Time Management of Resource Allocation Systems, Spyros A. Reveliotis](#)



**E-Books:**

“Making Budgets: Public Resource Allocation”

<https://archive.org/details/makingbudgetspub0000danz>

“Resource Allocation: Managing Money and People”

<https://archive.org/details/resourceallocati0000nort>

“Resource-Allocation Behavior”

[https://www.ebooks.com/en-us/book/1255707/resource-allocation-behavior/langholtz-harvey-j-marty-antoinette-t-ball-christo/?src=feed&gclid=EAlaIqobChMli77R576W7AIVBYrICh3Ucw10EAQYBiABEgJbGfD\\_BwE](https://www.ebooks.com/en-us/book/1255707/resource-allocation-behavior/langholtz-harvey-j-marty-antoinette-t-ball-christo/?src=feed&gclid=EAlaIqobChMli77R576W7AIVBYrICh3Ucw10EAQYBiABEgJbGfD_BwE)

“Finance for Non-Finance People”

[https://www.vitalsource.com/products/finance-for-non-finance-people-sandeep-goel-v9780429589690?duration=90&gclid=EAlaIqobChMli77R576W7AIVBYrICh3Ucw10EAQYECABEgK4-fD\\_BwE](https://www.vitalsource.com/products/finance-for-non-finance-people-sandeep-goel-v9780429589690?duration=90&gclid=EAlaIqobChMli77R576W7AIVBYrICh3Ucw10EAQYECABEgK4-fD_BwE)

## Risk Taking <sup>3</sup>

*Initiating action that tries to achieve a recognized benefit or advantage when potential negative consequences are understood.*

### Key Actions

- **Actively seeks opportunities**—Pursues situations or opportunities that can lead to either substantial benefit or significant negative consequence.
- **Calculates risk**—Gathers information to understand probability of success, benefits of success, and consequences of failure.
- **Commits to action**—Initiates action despite uncertainty of outcome; is willing to accept the consequences of failure.

### Learning Resources



#### Webinars:

[“Developing Personal Accountability”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Prioritization”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Reactive Decision Making”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Avoiding Micromanagement”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Creating Time in Your Day”](#)

<http://training.ucptechcentral.org/supervisors/resources/>



#### Videos:

[“How to Delegate”](#)

[https://www.youtube.com/watch?v=DMsHHS-Gs\\_o](https://www.youtube.com/watch?v=DMsHHS-Gs_o)

[“12. Go Above and Beyond”](#)

<https://www.youtube.com/watch?v=iQA-RbFn890>

[“Problem Solving at Work”](#)

<https://www.youtube.com/watch?v=L8FpU4D1z4o>

[“Solving Problems in The Workplace”](#)

<https://www.youtube.com/watch?v=diBKxd4TLdU>

[“4 Ways to Go Above and Beyond at Your Job”](#)

<https://www.themuse.com/advice/4-ways-to-go-above-and-beyond-at-your-job>

 **Articles:**

["4 Ways to Go Above and Beyond at Your Job"](https://www.themuse.com/advice/4-ways-to-go-above-and-beyond-at-your-job)

<https://www.themuse.com/advice/4-ways-to-go-above-and-beyond-at-your-job>

["Want to Stand Out at Work? How to Go Above and Beyond Your Job Description"](https://www.idealists.org/en/careers/stand-out-work-above-beyond)

<https://www.idealists.org/en/careers/stand-out-work-above-beyond>

["9 Tips for Taking Initiative at Work"](https://www.indeed.com/career-advice/career-development/tips-for-taking-initiative-at-work)

<https://www.indeed.com/career-advice/career-development/tips-for-taking-initiative-at-work>

["When to Take Initiative at Work, and When Not To"](https://hbr.org/2019/08/when-to-take-initiative-at-work-and-when-not-to)

<https://hbr.org/2019/08/when-to-take-initiative-at-work-and-when-not-to>

["How Generate Momentum as a Leader"](https://jswilder16.medium.com/how-to-generate-momentum-as-a-leader-ef6ec16cdd6e)

<https://jswilder16.medium.com/how-to-generate-momentum-as-a-leader-ef6ec16cdd6e>



**Books:**

[The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change; Stephen R. Covey](#)

[Unstoppable: Transforming Your Mindset to Create Change, Accelerate Results, and Be the Best at What You Do; Dave Anderson](#)

[Dare to Lead: Brave Work. Tough Conversations. Whole Hearts. ;Brené Brown](#)

[Getting Things Done, David Allen](#)

[Great at Work: The Hidden Habits of Top Performers; Morten T. Hansen](#)

**E-Books:**

[Values-Based Leadership](#)

<https://archive.org/details/valuesbasedleade00kucz/mode/2up>

[Goals and Goal Setting](#)

<https://archive.org/details/goalsgoalsetting00roui>

[I Am Accountable: Ten Choices that Create Deeper Meaning in Your Life, Your Organization, and Your World](#)

<https://www.kobo.com/us/en/ebook/i-am-accountable>

["Effective Goal Setting"](#)

<http://www.free-management-ebooks.com/dldebk/dlpr-goal.htm>

## Safety Advocacy 4

*Taking responsibility for conditions that affect patients', own, and others' safety; identifying conditions that might cause health or safety hazards and taking action to remove those hazards.*

### Key Actions

- **Communicates effectively**—Clearly relays relevant patient information anytime care is transferred from one provider to another; maintains legible, accurate, and timely documentation.
- **Follows procedures**—Adheres to regulations and procedures (including organizational safety policies).
- **Promotes safety**—Holds others accountable for following regulations and safety procedures; acts as a role model.
- **Recognizes potential hazards**—Vigilantly watches over job processes, tasks, and patient interactions to prevent mistakes; monitors equipment and work area in order to ensure operational and safety compliance; detects hazards and safety problems.
- **Improves unsafe conditions immediately**—Reports or corrects unsafe working conditions until resolved.

### Learning Resources

# Safety Awareness 4 (Safety Focus)

*Identifying and improving conditions that affect own and others' safety; upholding safety standards.*

## Key Actions

- **Follows safe operating practices**—Complies with safe operating practices and procedures; verifies own precision when taking actions that affect own and others' safety.
- **Identifies safety issues**—Checks equipment and work area regularly to ensure safety and compliance; identifies hazards and improvements that could prevent safety problems; evaluates impact of decisions and actions on own and others' safety.
- **Takes corrective action**—Reports or corrects hazards immediately; makes recommendations to improve safety and prevention.
- **Speaks up**—Constructively voices safety observations or concerns; raises difficult safety issues to leaders.

## Learning Resources



### Webinars:

National Safety Council

<https://www.nsc.org/events/webinars-and-podcasts>

"Communicating Safety to The Brain"

[https://www.youtube.com/watch?v=572et6NFtyE&feature=emb\\_logo](https://www.youtube.com/watch?v=572et6NFtyE&feature=emb_logo)

### Videos:

"How to Develop a Dynamic Safety Culture in Your Business!"



[https://www.youtube.com/watch?v=7ItSBcTHwtI&feature=emb\\_logo](https://www.youtube.com/watch?v=7ItSBcTHwtI&feature=emb_logo)

"Learn the Acronym That Can Save a Life!"

[https://www.youtube.com/watch?v=cE4H2tRDDoQ&feature=emb\\_logo](https://www.youtube.com/watch?v=cE4H2tRDDoQ&feature=emb_logo)

"Addressing the Invisible Attitude Towards Safety"

[https://www.youtube.com/watch?v=1Fp3s9TXty0&feature=emb\\_logo](https://www.youtube.com/watch?v=1Fp3s9TXty0&feature=emb_logo)

"The Importance of Health and Safety in the Workplace"

<https://www.youtube.com/watch?v=URVdpjb9454>



### Articles:

"Is Safety Awareness Really That Important?"

<https://www.ehsinsight.com/blog/is-safety-awareness-really-that-important>

"8 Workplace Safety Tips Every Employee Should Know"

<https://www.esafety.com/8-workplace-safety-tips-employees-should-know/>

"How to Increase Safety Awareness in the Workplace"

<https://www.360training.com/blog/how-to-increase-safety-awareness>



**Books:**

[Health and Safety at Work For Dummies; RRC](#)

[Safety WALK Safety TALK: How Small Changes in What you THINK, SAY, and DO Shape Your Safety Culture; David Allan Galloway](#)

[How to Improve Workplace Safety: Learn Why Safety Programs Fail While Others Succeed; Bryan L McWhorter, Linda Schlafer, and Michelle LeDet](#)



**E-Books:**

"Risk Makes Sense"

<https://www.humandimensions.com/product/risk-makes-sense/>

## Safety Intervention 4 (Safety Leadership)

*Actively protecting others' well-being, ensuring compliance with safe operating procedures, and inspiring others' commitment to create and maintain a safe work environment.*

### Key Actions

- **Holds others accountable for safety**—Sets clear expectations for compliance with safe operating practices; verifies own and others' precision and competence when implementing procedures that affect safety; immediately addresses practices and behaviors that create safety hazards.
- **Evaluates risk**—Assesses and manages risk in all decision making; considers impact of decisions and actions on own and others' safety.
- **Inspires commitment to safety**—Emphasizes the individual, team, and organizational benefits of safety programs and procedures; reinforces others' ideas and actions taken to eliminate hazards.
- **Encourages open communication**—Supports those who voice safety concerns, ensuring no retribution or blame for speaking up; raises difficult safety issues to leaders and peers; dedicates time to two-way discussion about safety and prevention.

### Learning Resources



#### Webinars:

"Pushing Safety and Learning Beyond the Bare Minimum"

<https://www.ul.com/events/on-demand-webinars>



#### Videos:

"12 Key Metrics That Will Transform Workplace Safety | Dr. Chuck Choker | TEDx CosmoPark"

<https://www.youtube.com/watch?v=O15gcfLk7k4>

"Safety Intervention Animation"

<https://www.youtube.com/watch?v=2zoYrSr54aA>

"Common Workplace Safety Tips...For a Safer Work Environment!"

[https://www.youtube.com/watch?v=8am-gp9qL1q&feature=emb\\_logo](https://www.youtube.com/watch?v=8am-gp9qL1q&feature=emb_logo)

"Lancaster Safety When Employees Don't Follow The Safety Rules Summary"

[https://www.youtube.com/watch?v=Qqu6EAqVz6l&feature=emb\\_logo](https://www.youtube.com/watch?v=Qqu6EAqVz6l&feature=emb_logo)



#### Articles:

"Why Don't Workers Intervene When They See Unsafe Acts?"

<https://safestart.com/news/why-dont-workers-intervene-when-they-see-unsafe-acts/>

"A Study of Safety Intervention: The Cause and Consequences of Employees' Silence"

<https://www.ehstoday.com/safety/article/21908599/a-study-of-safety-intervention-the-causes-and-consequences-of-employees-silence>

"4 Simple Steps to Creating Safety Accountability in the Workplace"

<https://www.partnersinleadership.com/insights-publications/4-simple-steps-to-creating-safety-accountability-in-the-workplace/>

"Communication Strategies for Achieving a Total Safety Culture"

<https://www.ehstoday.com/safety-leadership/article/21910153/communication-strategies-for-achieving-a-total-safety-culture>



**Books:**

[Health and Safety at Work For Dummies; RRC](#)

[Safety WALK Safety TALK: How Small Changes in What you THINK, SAY, and DO Shape Your Safety Culture; David Allan Galloway](#)

[How to Improve Workplace Safety: Learn Why Safety Programs Fail While Others Succeed; Bryan L McWhorter, Linda Schlafer, and Michelle LeDet](#)



**E-Books:**

"Risk Makes Sense"

<https://www.humandymensions.com/product/risk-makes-sense/>



## Sales Disposition 4

*Demonstrating the traits, inclinations, and outlooks that characterize successful fund raising professionals; exhibiting behavior styles that facilitate adaptation to the demands of the fund raising role.*

### Key Actions

- **Retains focus**—Demonstrates resilience and adaptability in the face of obstacles; effectively channels emotions to manage job challenges and stress; handles disappointment and/or rejection without losing effectiveness.
- **Drives toward success**—Possesses an energetic and tenacious achievement orientation; proactively seeks business opportunities; strives to gain a competitive advantage; takes action to gain a recognized benefit despite the uncertainty of the outcome.
- **Engages people**—Attends to the needs and feelings of others to develop effective customer partnerships and other work relationships; relates to people easily.
- **Sustains positive outlook**—Approaches fund raising challenges with confidence of success; remains realistically optimistic when pursuing objectives.
- **Shows discipline**—Takes a structured approach to managing fund raising; strives to make well-informed decisions related to strategies and tactics; maintains high work and ethical standards.
- **Takes a creative approach**—Thinks unconventionally when faced with challenges; is open to new ideas.

### Learning Resources



#### Webinars:

[“Monday Mindset- Calling Yourself Up Instead of Out”](https://www.giant.tv/groups/everyone/recordings/553)

<https://www.giant.tv/groups/everyone/recordings/553>

[“Founders Livestream- Unlocking Your Potential”](https://www.giant.tv/groups/everyone/recordings/466)

<https://www.giant.tv/groups/everyone/recordings/466>

[“Empathy”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Prioritization”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>



#### Videos:

[“The Importance of Empathy in the Workplace”](https://www.youtube.com/watch?v=qjxdU6nvsc4)

<https://www.youtube.com/watch?v=qjxdU6nvsc4>

[“How to Meet or Exceed Customer Expectations”](https://www.youtube.com/watch?v=k_c9SMHT4I)

[https://www.youtube.com/watch?v=k\\_c9SMHT4I](https://www.youtube.com/watch?v=k_c9SMHT4I)

"How to Delegate"

[https://www.youtube.com/watch?v=DMSHHS-Gs\\_o](https://www.youtube.com/watch?v=DMSHHS-Gs_o)

"How to Prioritize Tasks Effectively: Get Things Done"

<https://www.youtube.com/watch?v=czh4rmk75jc>

 **Articles:**

"Professionalism: Personal Responsibility"

<https://www.conovercompany.com/professionalism-personal-responsibility/>

"Work-Life Lesson 3: Set Your Performance Standards High and Never Give in to "Good Enough". Be Your Own Toughest Critic."

<https://glennremoras.com/2011/03/20/businesslesson3/>

"10 Strategies for Building Confidence in Others"

<https://leadershipfreak.blog/2012/05/02/10-strategies-for-building-confidence-in-others/>

"Leading Through Vision and Values: Communicates the Importance of The Vision and Values"

<https://104inc.wordpress.com/2008/10/17/leading-through-vision-and-values-communicates-the-importance-of-the-vision-and-values/>



**Books:**

[Networking is Not Working: Stop Collecting Business Cards and Start Making Meaningful Connections, Derek Coburn](#)

[Great at Work: The Hidden Habits of Top Performers; Morten T. Hansen](#)

[How Customers Think: Essential Insights Into the Mind of the Market; Gerald Zaltman](#)

[9 Things Successful People Do Differently, Heidi Grant Halvorson](#)



**E-Books:**

[I Am Accountable: Ten Choices that Create Deeper Meaning in Your Life, Your Organization, and Your World](#)

<https://www.kobo.com/us/en/ebook/i-am-accountable>

"Effective Goal Setting"

<http://www.free-management-ebooks.com/dldebk/dlpr-goal.htm>

"Developing Emotional Intelligence"

[https://free-management-ebooks.tradepub.com/free/w\\_frec124/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_frec124/prgm.cgi?a=1)

## Seizing Market Opportunities 2

*Using one's understanding of key market drivers to create and seize business and patient service opportunities, expand into new markets, and launch innovative patient services.*

### Key Actions

- **Pursues market information**—Continually scans the market and service communities and shows understanding of emerging market drivers and community needs; seeks information from patients, healthcare delivery partners, and other stakeholders to understand their priorities.
- **Identifies business growth opportunities**—Systematically evaluates business opportunities to identify those prospects with the greatest potential for competitive advantage, market penetration, revenue generation, and financial viability; targets opportunities that align with organizational priorities and resource realities.
- **Inspires innovation**—Offers own innovative ideas and supports others' unconventional approaches to create greater competitive advantage and market value; is willing to experiment with innovative products, processes, and patient services to create new business opportunities.
- **Takes business risks**—Energetically pursues ambitious business ventures; builds on existing market strengths while taking appropriate risks to pursue new ventures.

### Learning Resources

#### Articles:

[How to Define, Analyze, & Seize a Market Opportunity](https://business.tutsplus.com/tutorials/define-analyze-a-market-opportunity--cms-31875)

<https://business.tutsplus.com/tutorials/define-analyze-a-market-opportunity--cms-31875>

[A BUSINESS DEVELOPMENT GUIDE FOR SELF-EMPLOYED TO SEIZING OPPORTUNITY](https://www.paystubsnow.com/a-business-development-guide-for-self-employed-to-seizing-opportunity/)

<https://www.paystubsnow.com/a-business-development-guide-for-self-employed-to-seizing-opportunity/>

[Seizing Opportunities and Scaling your Business: Aspirations of the Next Level Entrepreneur](https://www.linkedin.com/pulse/seizing-opportunities-scaling-your-business-next-terry-jackson-ph-d-)

<https://www.linkedin.com/pulse/seizing-opportunities-scaling-your-business-next-terry-jackson-ph-d->

[Seizing Opportunities for Change](https://www.fiberjournal.com/seizing-opportunities-for-change/)

<https://www.fiberjournal.com/seizing-opportunities-for-change/>

#### E-Books:

[The Entrepreneurial Process](https://www.google.com/books/edition/The_Entrepreneurial_Process/_RcoEAAAQBAJ?hl=en&gbpv=1&dq=Seizing+Market+Opportunities&printsec=frontcover)

[https://www.google.com/books/edition/The\\_Entrepreneurial\\_Process/\\_RcoEAAAQBAJ?hl=en&gbpv=1&dq=Seizing+Market+Opportunities&printsec=frontcover](https://www.google.com/books/edition/The_Entrepreneurial_Process/_RcoEAAAQBAJ?hl=en&gbpv=1&dq=Seizing+Market+Opportunities&printsec=frontcover)

[The Click Moment, Seizing Opportunity in an Unexpected World](https://www.google.com/books/edition/The_Click_Moment/oXQvuhWMpecC?hl=en&gbpv=1&dq=Seizing+Market+Opportunities&printsec=frontcover)

[https://www.google.com/books/edition/The\\_Click\\_Moment/oXQvuhWMpecC?hl=en&gbpv=1&dq=Seizing+Market+Opportunities&printsec=frontcover](https://www.google.com/books/edition/The_Click_Moment/oXQvuhWMpecC?hl=en&gbpv=1&dq=Seizing+Market+Opportunities&printsec=frontcover)

**Books:**

The Upside of Turbulence: Seizing Opportunity in an Uncertain World

<https://www.amazon.com/Upside-Turbulence-Seizing-Opportunity-Uncertain/dp/0061771155>

The Click Moment

<https://www.goodreads.com/en/book/show/13588431>

Reinvent Your Business Model: How to Seize the White Space for Transformative Growth

<https://store.hbr.org/product/reinvent-your-business-model-how-to-seize-the-white-space-for-transformative-growth/10219>

**Videos:**

Seizing Business Opportunities - 5 Minutes Microlearning

<https://www.youtube.com/watch?v=ZNZdJ-rX-Ko>

Seizing Opportunities in Market Crashes: Warren Buffett's Winning Moves

<https://www.youtube.com/watch?v=4ZYOjoCvrPM>

Seizing Your Opportunity | Abby Cruz | TEDxDelthorneWomen

[https://www.youtube.com/watch?v=3SY6gl\\_PMtk](https://www.youtube.com/watch?v=3SY6gl_PMtk)

# Selecting Talent 5

*Evaluating and selecting internal and external talent to ensure the best match between the individual and the work requirements.*

## Key Actions

- **Establishes selection criteria**—Identifies the knowledge, skills, behavior, and motivations required for job success.
- **Gathers candidate data**—Collects relevant candidate information through interviews and other structured assessment tools; uses established selection criteria to guide information gathering.
- **Evaluates data**—Integrates candidate information from available assessment sources; categorizes and rates the data using accurate and reliable standards; reaches consensus with other evaluators on candidate ratings.
- **Makes appropriate selection decisions**—Decides whether the candidate should continue to the next step in the selection process by comparing the candidate’s strengths and weaknesses to the selection criteria.
- **Follows legal guidelines**—Understands and adheres to legal requirements when gathering candidate information and making selection decisions.
- **Manages the selection process**—Provides candidates with appropriate and timely information about the position, organization, and selection process; keeps participants in the process informed and involved; monitors the impact of the process and suggests improvements.

## Learning Resources

### Webinars:

[“4 Strategies to Enhance Your Talent Selection Process”](#)

<https://www.skillsurvey.com/resource/practical-strategies-for-candidate-selection-webinar/>

### Videos:

[“5 Tips to Choose the Right Candidate”](#)

<https://www.youtube.com/watch?v=5sgQtTl2Dlo>

[“How to Hire and Select Top Employees”](#)

<https://www.youtube.com/watch?v=ngiRY-ZCZJs>

[“Hiring Process- Evaluating Candidates”](#)

[https://www.youtube.com/watch?v=TVdeg\\_FBSrM](https://www.youtube.com/watch?v=TVdeg_FBSrM)

[“Hiring Hack: How to Better Evaluate Your Candidates | Simon Sinek | Big Think”](#)

[https://www.youtube.com/watch?v=dO6X\\_NwrpSA](https://www.youtube.com/watch?v=dO6X_NwrpSA)

[“Using Data to Identify and Engage the Best Candidates | Talent on Tap”](#)

<https://www.youtube.com/watch?v=JX8RZtIM68w>

 **Articles:**

"How Are You Selecting Talent? Why Potential Beats Perfection"

<https://www.forbes.com/sites/forbescoachescouncil/2018/06/04/how-are-you-selecting-talent-why-potential-beats-perfection/?sh=77f2c0875a69>

"Get Savvy About Selecting Talent"

<https://www.forbes.com/sites/forbescoachescouncil/2017/10/12/get-savvy-about-selecting-talent/?sh=70d3e17a32cf>

"Think Before You Hire: Maintain a Legal Hiring Process"

<https://hiring.monster.com/employer-resources/recruiting-strategies/talent-acquisition/legal-hiring-process/>

"Screening and Evaluating Candidates"


<https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/screeningandevaluatingcandidates.aspx>

 **Books:**

[The Talent Delusion: Why Data, Not Intuition, Is the Key to Unlocking Human Potential; Thomas Chamorro-Premuzic](#)

[Exceptional Talent: How to Attract, Acquire and Retain the Very Best Employees; Mervyn Dinnen and Matt Alder](#)

[Creative Hiring: The Pinnacle Model for Spontaneous, Imaginative, Collaborative Interviews; Ozan Dagdeviren](#)

 **E-Books:**

"Hire the Right Talent With 4 Proven Steps"

[https://free-management-ebooks.tradepub.com/free/w\\_aaaa10803/](https://free-management-ebooks.tradepub.com/free/w_aaaa10803/)

"The Accolo Guide to Interviewing and Hiring"

[https://free-management-ebooks.tradepub.com/free/w\\_aaaa8510/](https://free-management-ebooks.tradepub.com/free/w_aaaa8510/)

## Self Responsibility <sup>3</sup>

*Demonstrating a strong sense of personal ownership when providing services to the organization. Takes pride in seeing a task or goal through to completion in an appropriate manner. Does whatever is necessary to ensure tasks are completed far beyond the basic expectations and encourages others to do likewise.*

### Key Actions

- **Targets opportunities**—Systematically evaluates opportunities for improvement, targeting those with the greatest potential for producing positive results.
- **Establishes stretch goals**—Establishes challenging goals for self and others that are designed to achieve exceptional results.
- **Achieves goals**—Works tenaciously to overcome obstacles and to meet or exceed goals; derives satisfaction from achieving stretch goals.
- **Stays focused**—Remains self-disciplined; measures progress and evaluates results; reprioritizes as appropriate; prevents irrelevant issues or distractions from interfering with timely completion of important tasks.

### Learning Resources



#### Webinars:

[“Developing Personal Accountability”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Managing Interruptions”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Accountability: Taking Ownership of Your Responsibility”](https://www.ccl.org/webinars/accountability-taking-ownership-of-your-responsibility/)

<https://www.ccl.org/webinars/accountability-taking-ownership-of-your-responsibility/>

[“Self-Leadership: An Essential Skill in Challenging Times”](https://resources.kenblanchard.com/webinar-archive/self-leadership-an-essential-skill-in-challenging-times)

<https://resources.kenblanchard.com/webinar-archive/self-leadership-an-essential-skill-in-challenging-times>



#### Videos:

[“The Power of Responsibility | Joelle Casteix | TEDx PasadenaWomen”](https://www.youtube.com/watch?v=jv8m8rycnQs)

<https://www.youtube.com/watch?v=jv8m8rycnQs>

[“Are You Taking Full Responsibility? | Danny Opheij | TEDxSittardGeleen”](https://www.youtube.com/watch?v=aFK6cjArAmA)

<https://www.youtube.com/watch?v=aFK6cjArAmA>

[“How to Stay Focused”](https://www.youtube.com/watch?v=WhbYBb0huMs)

<https://www.youtube.com/watch?v=WhbYBb0huMs>

“Stay Focused: 11 Psychological Tips”

[https://www.youtube.com/watch?v=8RV\\_vYsHceQ](https://www.youtube.com/watch?v=8RV_vYsHceQ)

“7 Tips to Achieve Your Goals”

<https://www.youtube.com/watch?v=cHwFM6kVq0o>

 **Articles:**

“Responsibility in the Workplace”

<https://www.linkedin.com/pulse/responsibility-workplace-jason-armstrong>

“Professionalism: Personal Responsibility”

<https://www.conovercompany.com/professionalism-personal-responsibility/>

“Take Ownership of Your Actions by Taking Responsibility”

<https://hbr.org/2012/08/take-ownership-of-your-actions>

“7 Brain Hacks to Improve Your Focus at Work”

<https://www.forbes.com/sites/neilpatel/2016/08/12/7-brain-hacks-to-improve-your-focus-at-work/#29b2f71b59a8>

“5 Ways to Achieve Goals in the Workplace”

<https://www.indeed.com/career-advice/career-development/how-to-achieve-goals>



**Books:**

[9 Things Successful People Do Differently, Heidi Grant Halvorson](#)

[Getting Things Done: The Art of Stress-Free Productivity, David Allen](#)

[Deep Work: Rules for Focused Success in a Distracted World, Cal Newport](#)



**Books:**

“Effective Goal Setting”

<http://www.free-management-ebooks.com/dldebk/dlpr-goal.htm>

“Managing Interruptions”

<http://www.free-management-ebooks.com/dldebk/dlpr-interruptions.htm>

“Responsibility at Work”

<https://www.kobo.com/us/en/ebook/responsibility-at-work-wcs-desptop-edition>

“Why Taking Responsibility is Key to Being The Best You”

<https://ideapod.com/product/why-taking-responsibility-is-key-to-being-the-best-you-ebook-2/>



## Service Excellence 5

*Taking actions and developing relationships necessary to meet and exceed patient needs (includes relationships with patients, patients' families, coworkers, and external partners); holding self and others accountable for providing a positive patient experience (including safety, satisfaction, and clinical outcomes); using appropriate interpersonal techniques to resolve difficult patient situations and regain their confidence.*

### Key Actions

- **Maintains and enhances self-esteem**—Demonstrates value and respect for patients and their families by giving them full attention and treating them with compassion.
- **Seeks to understand patient needs**—Gathers information to understand patient circumstances, problems, expectations, and needs; summarizes to check understanding.
- **Meets or exceeds patient needs**—Quickly responds to patient's needs; takes opportunities to exceed expectations without making unrealistic commitments.
- **Takes the "HEAT"**—Handles dissatisfied patients and patients' families by hearing them out, empathizing with their situation and associated feelings, showing genuine concern, apologizing (without accepting blame), and taking responsibility for action.
- **Encourages involvement**—Includes patients and their families when problem solving to determine the best solution; builds on their ideas to gain their support.
- **Confirms satisfaction**—Asks questions to check for patient satisfaction; commits to follow-through, if appropriate; emphasizes the importance of patient satisfaction.

### Learning Resources

#### Articles:

All you need to understand about Service Excellence  
<https://hospitalityinsights.ehl.edu/service-excellence>

8 Reasons Why Service Excellence should be the goal of customer service  
<https://hospitalityinsights.ehl.edu/service-excellence-benefits>

Service excellence and market value of a firm: an empirical investigation of winning service awards and stock market reaction  
<https://www.tandfonline.com/doi/abs/10.1080/00207543.2020.1759837?journalCode=tprs20>

#### Books:

[Service Excellence](#)

[Managing The Professional Service Firm](#)

[Service Excellence: Creating Customer Experiences that Build Relationships](#)

**Videos:**

10 Steps to achieve customer service excellence

<https://www.youtube.com/watch?v=gqju42CSLns>

Customer Service Excellence

<https://www.youtube.com/watch?v=naYgzYN4tFo>

The Six Dimensions of Healthcare Quality

<https://www.youtube.com/watch?v=l8Y962VTiBY>

# Setting Sales Unit Strategy 3

(Aligning and Executing Sales Strategy)

*Establishing a plan to achieve the Development Department fund raising objectives, taking into consideration overall business and fund raising (sales) goals, market opportunities, past sales results, and available resources; reviewing progress and adjusting the plan as needed.*

## Key Actions

- **Gathers information**—Identifies/recognizes the need for additional information and obtains it by clearly describing what needs to be known and asking relevant questions.
- **Prioritizes sales opportunities**—Systematically evaluates sales unit opportunities and targets markets and accounts with the greatest potential for producing positive business results.
- **Creates sales unit plan**—Creates strategy for realizing the unit’s sales objectives; considers business goals, the sales organization’s direction, market penetration, past sales results, and available resources, including marketing support.
- **Monitors plan**—Collects and reviews data on a regular basis to determine course of plan and evaluate the need to adapt to changing conditions; makes necessary adjustments to the plan or processes.

## Learning Resources



### Webinars:

[“Jain and Sharma’s BADIR™ Framework”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“How to Read and Understand Financial Statements for your Nonprofit Organization”](#)

<https://www.youtube.com/watch?v=SiautYaM944>

[“The Blake Mouton Managerial Grid”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Prioritization”](#)

<http://training.ucptechcentral.org/supervisors/resources/>



### Videos:

[“How to Prioritize Tasks Effectively: GET THINGS DONE”](#)

<https://www.youtube.com/watch?v=czh4rmk75jc>

[“21- The Importance and Use of Budgets Within an Organization”](#)

<https://www.youtube.com/watch?v=nS58YW1NFbE>

[“How to Develop Influence at Work”](#)

<https://www.youtube.com/watch?v=5yrF4mPtkeE>

"9 Advanced Sales Techniques For Business Professionals"

<https://www.youtube.com/watch?v=FdFouGzVvjs>



**Articles:**

"5 Ways to Know What Your Customers Want Before They Do"

<https://www.inc.com/paul-schoemaker/5-ways-to-know-what-your-customer-wants.html>

"How to Become More Business-Minded"

<https://smallbusiness.chron.com/become-businessminded-23904.html>

"10 Ways to Improve Resource Management & Allocation"

<https://www.kimbleapps.com/10-ways-to-improve-resource-management-and-allocation/>

"Introducing the Eisenhower Matrix"

<https://www.eisenhower.me/eisenhower-matrix/>



**Books:**

[Finance for Managers; Harvard Business School Press](#)

[Seeing the Big Picture: Business Acumen to Build Your Credibility, Career, and Company; Kevin Cope](#)

[Thinking, Fast and Slow; Daniel Kahneman](#)

[Planning For Everything: The Design of Paths and Goals; Peter Morville](#)



**E-Books:**

"Resource Allocation: Managing Money and People"

<https://archive.org/details/resourceallocati0000nort>

"The ultimate guide to improving customer loyalty"

<https://www.qualtrics.com/ebooks-guides/improve-customer-loyalty/>

"Finance for Non-Finance People"

[https://www.vitalsource.com/products/finance-for-non-finance-people-sandeep-goel-v9780429589690?duration=90&gclid=EAIaIQobChMli77R576W7AIVBYrICh3Ucw10EAQYECABEgK4-fD\\_BwE](https://www.vitalsource.com/products/finance-for-non-finance-people-sandeep-goel-v9780429589690?duration=90&gclid=EAIaIQobChMli77R576W7AIVBYrICh3Ucw10EAQYECABEgK4-fD_BwE)

## Service to Others <sup>3</sup>

*Demonstrating in one's actions the belief that it is more important to contribute to the lives of others than to receive personal benefits. Consistently demonstrating the desire to serve the needs of others in specific, collaborative, and well-defined ways. Strives to devote mental, physical, and emotional energy to serve the needs of others.*

### Key Actions

- **Inspires effort**—Uses motivating words and actions to help others envision future success and move toward higher levels of performance; stimulates enthusiasm for potential contributions and accomplishments.
- **Builds confidence in success**—Communicates high expectations for others' performance and confidence in their ability to excel.
- **Models the vision and values**—Communicates passion for the organization's decisions and direction; uses the vision and values as guideposts for making decisions and conducting own day-to-day activities.
- **Leads through vision and values**—Translates the organization's vision and values for employees and organizational partners by linking them to their daily responsibilities; shapes team or group priorities to reflect the vision and values; rewards associates whose actions support the organization's vision and values.

### Learning Resources

#### Webinars:

"Empathy"

<http://training.ucptechcentral.org/supervisors/resources/>

"Encouraging Team Creativity"

<http://training.ucptechcentral.org/supervisors/resources/>

"Building Rapport in Coaching"

<http://training.ucptechcentral.org/supervisors/resources/>

"Motivating Managers"

<http://training.ucptechcentral.org/supervisors/resources/>

"Empathy and Inclusion in the Workplace: Imperatives for Your Diversity Initiatives"

<https://www.ccl.org/webinars/empathy-and-inclusion-in-the-workplace/>

#### Videos:

"How to Coach Someone With Low Self Esteem"

<https://www.youtube.com/watch?v=x0sNI4LCspg>

"The Importance of Empathy in the Workplace"

<https://www.youtube.com/watch?v=qjxdU6nvsc4>

"Leadership Tutorial: How to Lead With Vision and Values"

<https://www.youtube.com/watch?v=4UbnN7uSts8>

"How to Motivate Others"

<https://www.youtube.com/watch?v=cetYtg-GUKc>

"How to Build Your Confidence- And Spark it in Others | Brittany Packnett"

<https://www.youtube.com/watch?v=b5ZESpOAoIU>



#### **Articles:**

"7 Tips to Influence and Inspire in the Workplace"

<https://leadstar.us/7-tips-influence-inspire-workplace/>

"5 Things Great Leaders Do to Motivate Their Employees"

<https://www.inc.com/mandy-gilbert/5-ways-to-become-an-inspiring-leader-in-2019.html>

"10 Strategies for Building Confidence in Others"

<https://leadershipfreak.blog/2012/05/02/10-strategies-for-building-confidence-in-others/>

"Leading Through Vision and Values: Communicates the Importance of The Vision and Values"

<https://104inc.wordpress.com/2008/10/17/leading-through-vision-and-values-communicates-the-importance-of-the-vision-and-values/>



#### **Books:**

[Networking is Not Working: Stop Collecting Business Cards and Start Making Meaningful Connections, Derek Coburn](#)

[The Empathic Leader: An Effective Management Model for Enhancing Morale and Increasing Workplace Productivity, Dr. Dwayne L. Buckingham](#)

[The Power of The Other: The Startling Effect Other People Have On You, From the Boardroom to The Bedroom and Beyond- And What To Do About It, Henry Cloud](#)



#### **E-Books:**

"Developing Emotional Intelligence"

[https://free-management-ebooks.tradepub.com/free/w\\_frec124/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_frec124/prgm.cgi?a=1)

"Becoming a Trustworthy Leader: Psychology and Practice"

<https://archive.org/details/becomingtrustwor0000mish?q=build+trust>

"212 [Degrees]: The Extra Degree"

<https://archive.org/details/212degreesextrad00park>

## Sharing Responsibility <sup>4</sup>

*Sharing authority and responsibilities with others to move decision making and accountability downward through the organization to stretch individual capabilities while accomplishing the business unit's strategic priorities.*

### Key Actions

- **Delegates**—Moves decision making and accountability downward through the organization by sharing responsibilities with others; delegates to appropriate targets considering skills and development needs.
- **Shares authority**—Clarifies expectations and scope of decision making authority while expanding the individual's feelings of ownership and accountability.
- **Provides guidance**—Provides appropriate amount of information, resources, and encouragement to support the individual's and business unit's success without undermining the individual's full ownership of issues and results.
- **Follows up**—Builds follow-up into delegations in order to monitor associate progress and issues.

### Learning Resources

## Skill Base 2

*Actively taking responsibility to learn, maintain, and stay on the cutting edge of the skills most desired for the position. Consistently finding ways to learn and improve effectiveness through internal and external resources. Committed to helping others learn new skills in a highly collaborative manner.*

### Key Actions

- **Targets learning needs**—Seeks and uses feedback and other sources of information to identify appropriate areas for learning.
- **Seeks learning opportunities**—Identifies and participates in appropriate learning activities (e.g., courses, reading, self-study, coaching, experiential learning) that help fulfill learning needs.
- **Maximizes learning**—Actively participates in learning activities in a way that makes the most of the learning experience (e.g., takes notes, asks questions, critically analyzes information, keeps on-the-job application in mind, does required tasks).
- **Applies knowledge or skill**—Puts new knowledge, understanding, or skill to practical use on the job; furthers learning through practice and ongoing feedback.
- **Takes risks in learning**—Puts self in unfamiliar or uncomfortable situation in order to learn; asks questions at the risk of appearing foolish; takes on challenging or unfamiliar assignments.

### Learning Resources



#### Webinars:

[“Making Learning Stick: 5 Strategies for Learning Transfer in Leadership Development”](https://www.ccl.org/webinars/making-learning-stick-5-strategies-for-learning-transfer-in-leadership-development/)

<https://www.ccl.org/webinars/making-learning-stick-5-strategies-for-learning-transfer-in-leadership-development/>

[“Prioritization”](http://training.ucptechcentral.org/supervisors/resources/)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Webinar: How to Learn Soft Skills”](https://www.devex.com/news/webinar-how-to-learn-soft-skills-93628)

<https://www.devex.com/news/webinar-how-to-learn-soft-skills-93628>

[“Motivation to Sustain Development Momentum”](https://vimeo.com/256997535)

<https://vimeo.com/256997535>

[“Getting Used to Change: Learning”](https://www.institutelm.com/event_listing/getting-used-to-change-learning.html)

[https://www.institutelm.com/event\\_listing/getting-used-to-change-learning.html](https://www.institutelm.com/event_listing/getting-used-to-change-learning.html)



#### Videos:

[“Techniques to Enhance Learning and Memory | Nancy D. Chiaravalloti | TEDx Herndon”](https://www.youtube.com/watch?v=JbLAGpQ9RXg)

<https://www.youtube.com/watch?v=JbLAGpQ9RXg>



"TEDx Macatawa- Graham Peaslee- Apply Your Knowledge"

<https://www.youtube.com/watch?v=xEHuGO0ksr0>

"How to Apply What You Learn"

<https://www.youtube.com/watch?v=nl5NmyTtyu4>

"How to Use Other's Feedback to Learn and Grow | Sheila Heen | TEDx AmoskeagMillyardWomen"

[https://www.youtube.com/watch?v=FQNbaKkYk\\_Q](https://www.youtube.com/watch?v=FQNbaKkYk_Q)

"Seeking Feedback at Work"

<https://www.youtube.com/watch?v=weqUM7RR9Uo>



#### Articles:

"Career Success Depends on Your Willingness to Learn"

<https://www.businessnewsdaily.com/9256-career-boost-learning.html>

"5 Learning Strategies to Maximize Your Potential"

<https://psychologycompass.com/blog/learning-strategies-1/>

"Throw Your Old Plan Away: 6 New Ways to Build Leadership Development Into Your Job"

<https://www.forbes.com/sites/jackzenger/2013/07/16/throw-your-old-plan-away-6-new-ways-to-build-leadership-development-into-your-job/#2bc06fa950c3>

"5 Simple Rule to Make Your Knowledge and Skills Visible at Workplace"

<https://www.linkedin.com/pulse/20140610153654-35017466-5-simple-rules-to-make-your-knowledge-and-skills-visible-at-workplace>



#### Books:

[Personal Development for Smart People: The Conscious Pursuit of Personal Growth, Steve Pavlina](#)

[Thanks for the Feedback: The Science and Art of Receiving Feedback Well, Douglas Stone](#)

[The Leader's Guide to Mindfulness: How to Use Soft Skills to Get Hard Results, Audrey Tang](#)

[The Coaching Manager: Developing Top Talent in Business, James M. Hunt, Joseph R. Weintraub](#)



#### E-Books:

"Get Out of Your Own Way: Overcoming Self-Defeating Behavior"

[https://play.google.com/store/books/details?id=1IBRODEFd40C&gl=us&hl=en-US&source=productsearch&utm\\_source=HA\\_Desktop\\_US&utm\\_medium=SEM&utm\\_campaign=PLA&pcampaignid=MKT-FDR-na-us-1000189-Med-pla-bk-Evergreen-Jul1520-PLA-eBooks\\_Self\\_Help&gclid=EAlaIqobChMIwqK3xl-j7AIVWcDICH1okAhfEAYYASABEgIHLPD\\_BwE&gclidsrc=aw.ds](https://play.google.com/store/books/details?id=1IBRODEFd40C&gl=us&hl=en-US&source=productsearch&utm_source=HA_Desktop_US&utm_medium=SEM&utm_campaign=PLA&pcampaignid=MKT-FDR-na-us-1000189-Med-pla-bk-Evergreen-Jul1520-PLA-eBooks_Self_Help&gclid=EAlaIqobChMIwqK3xl-j7AIVWcDICH1okAhfEAYYASABEgIHLPD_BwE&gclidsrc=aw.ds)

"Over the Edge- How to Break Out of the Comfort Zone"

[https://free-management-ebooks.tradepub.com/free/w\\_goal03/](https://free-management-ebooks.tradepub.com/free/w_goal03/)

## Strategic Decision Making <sup>3</sup> (Decision Making)

*Identifying and understanding problems and opportunities by gathering, analyzing, and interpreting quantitative and qualitative information; choosing the best course of action by establishing clear decision criteria, generating and evaluating alternatives, and making timely decisions; taking action that is consistent with available facts and constraints and optimizes probable consequences.*

### Key Actions

- **Identifies problems and opportunities**—Recognizes problems and opportunities and determines whether action is needed.
- **Gathers information**—Recognizes the need for and collects information to better understand problems and opportunities.
- **Interprets information**—Integrates information from a variety of sources to detect trends, associations, and cause-effect relationships.
- **Generates alternatives**—Creates relevant options for addressing problems and opportunities that will achieve desired outcomes.
- **Evaluates alternatives and risks**—Assesses options against clear decision criteria while considering implications and consequences.
- **Chooses an effective option**—Selects the most viable option from a set of alternatives.
- **Commits to action**—Implements decisions or initiates action with appropriate urgency.
- **Considers others' perspectives**—Involves others throughout the decision-making process to obtain better information, generate alternatives, and ensure buy-in to the resulting decisions; builds consensus when appropriate.

### Learning Resources

#### Articles:

Strategic decision-making: Process perspectives

<https://onlinelibrary.wiley.com/doi/abs/10.1111/j.1468-2370.2006.00118.x>

What Makes Strategic Decisions Different

<https://hbr.org/2013/11/what-makes-strategic-decisions-different>

Strategic Decision Making

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2957730/>

**E-Books:**

The Fundamental Elements of Strategy

[https://www.google.com/books/edition/The\\_Fundamental\\_Elements\\_of\\_Strategy/yoYmEAAAQBAJ?hl=en&gbpv=1&dq=strategic+decision+making+scholarly+articles&printsec=frontcover](https://www.google.com/books/edition/The_Fundamental_Elements_of_Strategy/yoYmEAAAQBAJ?hl=en&gbpv=1&dq=strategic+decision+making+scholarly+articles&printsec=frontcover)

Strategic Decision

[https://www.google.com/books/edition/Strategic\\_Decisions/3bfeBwAAQBAJ?hl=en&gbpv=1&dq=strategic+decision+making+scholarly+articles&printsec=frontcover](https://www.google.com/books/edition/Strategic_Decisions/3bfeBwAAQBAJ?hl=en&gbpv=1&dq=strategic+decision+making+scholarly+articles&printsec=frontcover)

Management Theories and Strategic Practices for Decision Making

[https://www.google.com/books/edition/Management\\_Theories\\_and\\_Strategic\\_Practices\\_for\\_Decision\\_Making/xrqrBQAAQBAJ?hl=en&gbpv=1&dq=strategic+decision+making+scholarly+articles&printsec=frontcover](https://www.google.com/books/edition/Management_Theories_and_Strategic_Practices_for_Decision_Making/xrqrBQAAQBAJ?hl=en&gbpv=1&dq=strategic+decision+making+scholarly+articles&printsec=frontcover)

**Books:**

The Art of Strategic Decision-Making: How to Make Tough Decisions Quickly, Intelligently, and Safely (Think Smarter, Not Harder)

[https://www.amazon.com/Art-Strategic-Decision-Making-Intelligently/dp/B095L9LQW7/ref=asc\\_df\\_B095L9LQW7/?tag=hyprod-20&linkCode=df0&hvadid=532384509515&hvpos=&hvnetw=g&hvrnd=11931478788404297002&hvpone=&hvptwo=&hvgmt=&hvdev=c&hvdvcmdl=&hvlocint=&hvlocphy=9006587&hvtargid=pla-1365397073711&psc=1](https://www.amazon.com/Art-Strategic-Decision-Making-Intelligently/dp/B095L9LQW7/ref=asc_df_B095L9LQW7/?tag=hyprod-20&linkCode=df0&hvadid=532384509515&hvpos=&hvnetw=g&hvrnd=11931478788404297002&hvpone=&hvptwo=&hvgmt=&hvdev=c&hvdvcmdl=&hvlocint=&hvlocphy=9006587&hvtargid=pla-1365397073711&psc=1)

Leading with Strategic Thinking: Four Ways Effective Leaders Gain Insight, Drive Change, and Get Results

[https://www.amazon.com/Leading-Strategic-Thinking-Effective-Leaders/dp/1118968158/ref=asc\\_df\\_1118968158/?tag=hyprod-20&linkCode=df0&hvadid=312025907421&hvpos=&hvnetw=g&hvrnd=11931478788404297002&hvpone=&hvptwo=&hvgmt=&hvdev=c&hvdvcmdl=&hvlocint=&hvlocphy=9006587&hvtargid=pla-564515667305&psc=1](https://www.amazon.com/Leading-Strategic-Thinking-Effective-Leaders/dp/1118968158/ref=asc_df_1118968158/?tag=hyprod-20&linkCode=df0&hvadid=312025907421&hvpos=&hvnetw=g&hvrnd=11931478788404297002&hvpone=&hvptwo=&hvgmt=&hvdev=c&hvdvcmdl=&hvlocint=&hvlocphy=9006587&hvtargid=pla-564515667305&psc=1)

The Art of Decision Making: How we Move from Indecision to Smart Choices

[https://www.amazon.com/Art-Decision-Making-Indecision-Choices/dp/1786781719/ref=asc\\_df\\_1786781719/?tag=hyprod-20&linkCode=df0&hvadid=366281127771&hvpos=&hvnetw=g&hvrnd=11931478788404297002&hvpone=&hvptwo=&hvgmt=&hvdev=c&hvdvcmdl=&hvlocint=&hvlocphy=9006587&hvtargid=pla-783638631110&psc=1&tag=&ref=&adgrpid=77768497338&hvpone=&hvptwo=&hvadid=366281127771&hvpos=&hvnetw=g&hvrnd=11931478788404297002&hvgmt=&hvdev=c&hvdvcmdl=&hvlocint=&hvlocphy=9006587&hvtargid=pla-783638631110](https://www.amazon.com/Art-Decision-Making-Indecision-Choices/dp/1786781719/ref=asc_df_1786781719/?tag=hyprod-20&linkCode=df0&hvadid=366281127771&hvpos=&hvnetw=g&hvrnd=11931478788404297002&hvpone=&hvptwo=&hvgmt=&hvdev=c&hvdvcmdl=&hvlocint=&hvlocphy=9006587&hvtargid=pla-783638631110&psc=1&tag=&ref=&adgrpid=77768497338&hvpone=&hvptwo=&hvadid=366281127771&hvpos=&hvnetw=g&hvrnd=11931478788404297002&hvgmt=&hvdev=c&hvdvcmdl=&hvlocint=&hvlocphy=9006587&hvtargid=pla-783638631110)

**Videos:**

Decision-Making Strategies

[https://www.youtube.com/watch?v=pPIhAm\\_WGbQ](https://www.youtube.com/watch?v=pPIhAm_WGbQ)

Corporate Strategy: The role of strategy in business

<https://www.youtube.com/watch?v=Fjo1TPe5isw>

Decision Making Techniques And Strategies

<https://www.youtube.com/watch?v=kK8rwqu9Vn0>

## Strategic Influence 4

*Creating and executing influence strategies that gain commitment to one's ideas and persuade key stakeholders to take action that will advance shared interests and business goals.*

### Key Actions

- **Develops influence strategy**—Devises an influence approach that favorably positions one's ideas and own agenda while focusing on the shared goals of key decision makers; prepares an influence strategy that leverages supporting factors and breaks through barriers; adjusts influence strategy based on stakeholder reactions and perspectives.
- **Ensures mutual understanding**—Uses open-ended questions to explore issues and clarify others' perspectives and goals; shares information to clarify the situation; discloses own goals, insights, and the rationale behind decisions, ideas, or changes.
- **Makes a compelling case**—Presents logical rationale and recommendations in a manner that clearly links them to critical organization, group, and individual priorities.
- **Gains commitment**—Leverages shared goals to convince others to take action; seeks ideas; asks for agreement to next steps.
- **Demonstrates interpersonal diplomacy**—Builds trust during the influence process by demonstrating sensitivity to others' needs, maintaining self-esteem, showing empathy, and offering support.

### Learning Resources

#### Videos:

[How leaders influence people to believe | Michael Dowling | Big Think](#)

[https://www.youtube.com/watch?v=\\_Kv2vz1MQNA](https://www.youtube.com/watch?v=_Kv2vz1MQNA)

[It's Not Manipulation, It's Strategic Communication | Keisha Brewer | TEDxGeorgetown](#)

<https://www.youtube.com/watch?v=QGeHS4jO0X0>

[Leadership: Power of Influence](#)

<https://www.youtube.com/watch?v=Q8NdH3fRujw>

#### Articles:

[Developing and Exercising Strategic Influence](#)

<http://www.leadershipsolutions.co.za/strategic-influencing.html>

[10 Influence Strategies for the Workplace \(With Examples\)](#)

<https://www.indeed.com/career-advice/career-development/influence-strategies>

What Is Strategic Influence?

<https://smallbusiness.chron.com/strategic-influence-34636.html>



**Books:**

Influence, New and Expanded: The Psychology of Persuasion

[Amazon](#)

Extraordinary Influence: How Great Leaders Bring Out the Best in Others

[Amazon](#)

Smart Persuasion: How Elite Marketers Influence Consumers (and Persuade Them to Take Action)

[Amazon](#)

## Strategic Planning 3

*Obtaining information and identifying key issues and relationships relevant to achieving a long-range goal; committing to a course of action to accomplish a long-range goal after developing alternatives based on logical assumptions, facts, available resources, constraints, and organizational values.*

### Key Actions

- **Gathers information**—Identifies and fills gaps in information required to understand business issues and opportunities.
- **Organizes information**—Organizes information and data to identify major trends and problems; compares and combines information to understand underlying issues and predict future trends.
- **Evaluates/Selects strategies**—Generates and considers options for action to achieve a long-range goal; develops decision criteria considering factors such as cost, benefits, risks, timing, and buy-in; selects the strategy most likely to succeed.
- **Establishes high-level plan**—Identifies the key tasks and resources needed to achieve strategic objectives.

### Learning Resources



#### Videos:

The steps of the strategic planning process in under 15 minutes

<https://www.youtube.com/watch?v=HQ6348u6o08>

7 Steps to Strategic Planning Process

<https://www.youtube.com/watch?v=NcWzeUNobks>

How to Develop Business Strategy for Your Business

<https://www.youtube.com/watch?v=81o65vbtGKo&t=335s>



#### Articles:

What is Strategic Planning?

<https://balancedscorecard.org/strategic-planning-basics/>

WHY IS STRATEGIC PLANNING IMPORTANT?

<https://online.hbs.edu/blog/post/why-is-strategic-planning-important>

Essential Guide to Strategic Planning

<https://www.gartner.com/en/insights/strategic-planning>



## **Books:**

HBR Guide to Managing Strategic Initiatives: HBR Guide Series

[Amazon](#)

Strategic Mindset: A 7-Day Plan to Identify What Matters and Create a Strategy that Works

[Amazon](#)



## **E-Books:**

Strategic Planning

[Google Books](#)

Strategic Planning :An interactive Process for Leaders

[Google Books](#)

Strategic Planning: For NonProfit Organizations

[Google Books](#)

Strategic Planning Explained: MBA Fundamentals: Things You Will Learn in a Business School

[Apple Books](#)



## Stress Tolerance 2

*Maintaining stable performance under pressure or opposition (e.g., experiencing time pressure, conflict, or job ambiguity); handling stress in a manner that is acceptable to others and to the organization.*

### Key Actions

- **Maintains focus**—Stays focused on work tasks and productively uses time and energy when under stress.
- **Maintains relationships**—Presents a positive disposition and maintains constructive interpersonal relationships when under stress.
- **Copes effectively**—Develops appropriate strategies to prevent or alter conditions that create stress and to sustain physical and mental health.

### Learning Resources



#### Webinars:

"Prioritization"

<http://training.ucptechcentral.org/supervisors/resources/>

"Creating Time in Your Day"

<http://training.ucptechcentral.org/supervisors/resources/>

"How to Be a Positive Leader"

<http://training.ucptechcentral.org/supervisors/resources/>

"Sparking Communication and Relationships at Work"

<https://www.hrdqu.com/webinars/sparking-communication/>



#### Videos:

"How to Stay Focused"

<https://www.youtube.com/watch?v=WhbYBb0huMs>

"How to Prioritize Tasks Effectively: GET THINGS DONE"

<https://www.youtube.com/watch?v=czh4rmk75jc>

"How to Build Relationships at Work"

<https://www.youtube.com/watch?v=p8Wq6UN5Odw>

"How to Stay Calm Under Pressure- Noa Kageyama and Pen-Pen Chen"

[https://www.youtube.com/watch?v=CqgmozFr\\_GM](https://www.youtube.com/watch?v=CqgmozFr_GM)



#### Articles:

"7 Brain Hacks to Improve Your Focus at Work"

<https://www.forbes.com/sites/neilpatel/2016/08/12/7-brain-hacks-to-improve-your-focus-at-work/#446644b759a8>

“Introducing the Eisenhower Matrix”

<https://www.eisenhower.me/eisenhower-matrix/>

“How to Build Good Working Relationships”

<https://www.indeed.com/career-advice/starting-new-job/how-to-build-good-working-relationships>

“18 Ways To Get Better At Working Under Pressure”

<https://www.forbes.com/sites/forbescoachescouncil/2017/07/28/18-ways-to-get-better-at-working-under-pressure/?sh=6429ad6a2e35>



#### **Books:**

[Getting Things Done: The Art of Stress-Free Productivity, David Allen](#)

[Master Your Time, Master Your Life: The Breakthrough System to Get More Results, Faster, in Every Area of Your Life; Brain Tracy](#)

[The Friendship Formula: How to Say Goodbye to Loneliness and Discover Deeper Connection, Kyler Shumway](#)

[Performing Under Pressure: The Science of Doing Your Best When It Matters Most; Hendrie Weisinger and J. P. Pawliw-Fry](#)



#### **E-Books:**

“Time Management Strategies”

[https://free-management-ebooks.tradepub.com/free/w\\_make389/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_make389/prgm.cgi?a=1)

“Balance”

[https://giant.nyc3.cdn.digitaloceanspaces.com/store/5c9de745e6a63d912446219750215fe7.pdf?X-Amz-Algorithm=AWS4-HMAC-SHA256&X-Amz-Credential=EOXRQAOO7ULYDRAQGR53%2F20201104%2Fnyc3%2Fs3%2Faws4\\_request&X-Amz-Date=20201104T151353Z&X-Amz-Expires=900&X-Amz-SignedHeaders=host&X-Amz-Signature=646336867286276dd70e4dbba5008dc0543865b84ea214e4e7de7c78c95614d8](https://giant.nyc3.cdn.digitaloceanspaces.com/store/5c9de745e6a63d912446219750215fe7.pdf?X-Amz-Algorithm=AWS4-HMAC-SHA256&X-Amz-Credential=EOXRQAOO7ULYDRAQGR53%2F20201104%2Fnyc3%2Fs3%2Faws4_request&X-Amz-Date=20201104T151353Z&X-Amz-Expires=900&X-Amz-SignedHeaders=host&X-Amz-Signature=646336867286276dd70e4dbba5008dc0543865b84ea214e4e7de7c78c95614d8)

## Sustaining Customer Satisfaction 5

*Supporting customers during the implementation of sales contracts and throughout the relationship; seeking and taking appropriate actions on customer feedback; resolving difficult issues in a timely and professional manner; taking responsibility for customer satisfaction and loyalty.*

### Key Actions

- **Clarifies customer interests**—Gains full understanding of customers' wants, desires, problems, concerns, satisfactions, and expectations by seeking or confirming information and opinions during the implementation of sales contracts and throughout the relationship.
- **Resolves customer issues**—Responds quickly to resolve customer problems and concerns; keeps customers informed and provides feedback on actions taken; initiates appropriate actions based upon customer or team input.
- **Manages customer expectations**—Avoids unreasonable commitments and works to meet or exceed customer expectations to mutual benefit.

### Learning Resources

## Teamwork (UCP Cultural Pillar) 3

*Foster collaboration and teamwork through trust, accountability, adaptability, and respect.*

### Key Actions

- **Collaboration. Works cooperatively with others to help a team achieve its goals.** Adheres to the team's expectations and guidelines; fulfills team responsibilities; demonstrates personal commitment to group goals. Makes suggestions, volunteers assistance, offers resources, and removes obstacles to help the group achieve its goals.
- **Trust. Establishes effective relationships with service participants and/or co-workers; interacting with others in a way that promotes openness and trust and gives them confidence in one's intentions.** Connects easily with new people; puts others at ease and gains personal acceptance. Treats people with dignity, respect, and fairness; shows empathy and understanding in response to stated concerns; avoids minimizing or ignoring others' feelings; offers assurances about issues of concern. Keeps commitments to agreed-upon actions.
- **Accountability. Ensures self-accountability for own decisions and actions.** Contributes to organization-wide strategies by focusing on the most critical priorities, measuring progress, and ensuring accountability against those metrics.
- **Adaptability. Approaches change with a positive mind-set.** Treats new situations as opportunities for learning or growth; actively seeks to identify and communicate the benefits of changes; collaborates with others to implement changes.
- **Respect.** Uses language and behavior that consistently reflects and enhances the dignity and uniqueness of each service participant and/or co-worker. Takes actions that demonstrates consideration and understanding of others' concerns, interests, preferences, expectations, and values.

### Learning Resources



#### Webinars:

[LeadUp Training: Building Rapport in Coaching – Developing Mutual Understanding and Trust](#) >Building Rapport in Coaching Tab

[LeadUp Training: Developing Personal Accountability](#) > Developing Personal Accountability Tab

[LeadUp Training: What's empathy got to do with it? How to Exercise Your Thinking and Feeling Muscles](#) >Empathy Tab

[LeadUp Training: Mentoring Skills- Building Mutually Beneficial Partnerships](#) >Mentoring Tab

[LeadUp Training: Reverse Mentoring](#) >Reverse Mentoring Tab

[LeadUp Training: How to be a Positive Leader: Small Actions, Big Impact](#) >How to be a Positive Leader Tab

LeadUp Training: *Motivating Managers: Improving Morale and Engagement* >Motivating Managers Tab

LeadUp Training: *The Blake Mouton Managerial Grid: Leading People and Producing Results* >The Blake Mouton Managerial Grid Tab

LeadUp Training: *Encouraging Team Creativity: Helping Your People Think Creatively* >Encouraging Team Creativity Tab

CDS *Preparing for the Supervisors Job in Human Services* – Overview - pg. 43  
Access CDS / CDS Log-In Information



**Articles:**

“Eight ways to Build Collaborative Teams”;  
<https://hbr.org/2007/11/eight-ways-to-build-collaborative-teams>

“Do you Really Trust Your Team?”;  
<https://hbr.org/2019/12/do-you-really-trust-your-team-and-do-they-trust-you>

“The Best Teams Hold Themselves Accountable”  
<https://hbr.org/2014/05/the-best-teams-hold-themselves-accountable>

“10 Best Practices for Effective Team Building”  
<https://www.iamagazine.com/magazine/read/2018/06/01/10-best-practices-for-effective-team-building>

“10 Tips for Better Teamwork”  
<https://www.thebalancecareers.com/tips-for-better-teamwork-1919225>

“Team Building: 8 Fundamentals and 6 Best Practices”  
<https://elearningindustry.com/team-building-8-fundamentals-6-best-practices>



**Videos:**

“How to Turn a Group of Strangers into a Team”  
[https://www.ted.com/talks/amy\\_edmondson\\_how\\_to\\_turn\\_a\\_group\\_of\\_strangers\\_into\\_a\\_team](https://www.ted.com/talks/amy_edmondson_how_to_turn_a_group_of_strangers_into_a_team)

“How to Build and Rebuild Trust”  
[https://www.ted.com/talks/frances\\_frei\\_how\\_to\\_build\\_and\\_rebuild\\_trust](https://www.ted.com/talks/frances_frei_how_to_build_and_rebuild_trust)



**Books:**

The 5 Dysfunctions of a Team, Patrick Lencioni  
[Amazon](#)

Journey to the Emerald City, Creating a Culture of Accountability, Roger Connors and Tom Smith  
[Amazon](#)

The Speed of Trust, Stephen M.R. Covey  
[Amazon](#)

## Technical/Professional Knowledge and Skills 5

*Having achieved a satisfactory level of technical, functional, and/or professional skill or knowledge in position-related areas; keeping up with current developments and trends in areas of expertise; leveraging expert knowledge to accomplish results.*

### Key Actions

- **Understands technical terminology and developments**—Comprehends and can explain technical terminology and recent advances in the field.
- **Knows how to apply a technical skill or procedure**—Appropriately uses one’s technical knowledge and skills to complete tasks effectively and efficiently.
- **Knows when to apply a technical skill or procedure**—Chooses the correct situation and timing to apply technical knowledge and skills.
- **Performs complex tasks in area of expertise**—Leverages one’s technical expertise to take advantage of new opportunities, solve difficult work problems, and accomplish challenging goals.

### Learning Resources



#### Webinars:

“Talent Conversations: How You Can Engage and Develop Your Talent”

<https://www.ccl.org/webinars/talent-conversations-how-you-can-engage-and-develop-your-talent/>

“Developmental Assignments: Strategies for Integrating Leadership Work and Learning”

<https://www.ccl.org/webinars/developmental-assignments-creating-learning-experiences-without-changing-jobs/>

“Founders Livestream- Unlocking Your Potential”

<https://www.giant.tv/groups/everyone/recordings/466>

“Prioritization”

<http://training.ucptechcentral.org/supervisors/resources/>

“Motivation to Sustain Development Momentum”

<https://vimeo.com/256997535>



#### Videos:

“How to Complete Large Complex Tasks | BeatTheBush”

<https://www.youtube.com/watch?v=KlIOzJqW2d4>

“How to Delegate Something That is Complex”

<https://www.youtube.com/watch?v=ZiAOVBh-Rdl>

“Skills and Knowledge”

<https://www.youtube.com/watch?v=q-eVaUOIESM>

"Transferable Skills: What Are They and How To Use Them | Indeed US"

<https://www.youtube.com/watch?v=QUBGjsM6Txl>

"Knowledge vs. Skill"

<https://www.youtube.com/watch?v=a2zbwqjva0>



#### **Articles:**

"Perfectionism is The Enemy of Everything"

<https://www.forbes.com/sites/amandaneville/2013/05/10/perfectionism-is-the-enemy-of-everything/#12772d9e6fd3>

"Learn More Now"

<https://www.fastcompany.com/919020/learn-more-now>

"5 Ways to Conquer Your Fear of Failure"

<https://www.forbes.com/sites/glassheel/2013/04/23/5-ways-to-conquer-your-fear-of-failure/#4667962943cc>

"Learning Goals or Performance Goals: Is It The Journey or The Destination?"

<https://iveybusinessjournal.com/publication/learning-goals-or-performance-goals-is-it-the-journey-or-the-destination/>

"Why Getting Comfortable With Discomfort Is Crucial to Success"

<https://www.forbes.com/sites/margiewarrell/2013/04/22/is-comfort-holding-you-back/#717f5cb774d4>



#### **Books:**

[Problem Solving 101: A Simple Book For Smart People; Ken Watanabe](#)

[Better By Mistake: The Unexpected Benefits of Being Wrong; Alina Tugend](#)

[The Leader's Guide to Mindfulness: How to Use Soft Skills to Get Hard Results, Audrey Tang](#)

[Personal Development for Smart People: The Conscious Pursuit of Personal Growth, Steve Pavlina](#)



#### **E-Books:**

"Over the Edge- How to Break Out of the Comfort Zone"

[https://free-management-ebooks.tradepub.com/free/w\\_goal03/](https://free-management-ebooks.tradepub.com/free/w_goal03/)

"20 Productivity Boosting Methods for the Positive Mind"

[https://free-management-ebooks.tradepub.com/free/w\\_webf01/](https://free-management-ebooks.tradepub.com/free/w_webf01/)

## Technology Savvy <sup>3</sup>

*Leveraging one's practical knowledge and understanding of recent technology tools, solutions, and trends to improve work results, solve work problems, and take advantage of new business opportunities.*

### Key Actions

- **Actively develops expertise**—Pursues opportunities to develop knowledge and experiment with latest technology solutions that can help accomplish work goals; when necessary, overcomes own resistance or fear of new technology.
- **Shares expertise**—Keeps others informed about latest technology innovations; serves as a technical resource to help others understand and anticipate the impact of technology on current processes, products, and services.
- **Leverages technology**—Applies knowledge of technology to improve work processes and results (e.g., enhance productivity, efficiency, collaboration, quality, or customer satisfaction); uses technology to solve work-related problems, find new methods to enhance results, and create new business opportunities.

### Learning Resources



#### Articles:

“Tech-Savvy Means What For Employees”

<https://www.thehumancapitalhub.com/articles/tech-savvy-means-what-for-employees>

“Tech-savvy skill: 6 reasons why you need tech savvy employees”

<https://blog.scalefusion.com/6-reasons-why-your-organization-needs-tech-savvy-employees/>

“9 Technology Savvy Skills To Learn (With Tips And Benefits)”

<https://in.indeed.com/career-advice/career-development/technology-savvy-skills>

#### E-Books:

“Valuing People and Technology in the Workplace”

[https://www.google.com/books/edition/Valuing\\_People\\_and\\_Technology\\_in\\_the\\_Wor/MKGeBQAAQBAJ?hl=en&gbpv=0](https://www.google.com/books/edition/Valuing_People_and_Technology_in_the_Wor/MKGeBQAAQBAJ?hl=en&gbpv=0)

“Outpace The Rest”

[https://www.google.com/books/edition/Outpace\\_The\\_Rest/Wb\\_ZDwAAQBAJ?hl=en&gbpv=0](https://www.google.com/books/edition/Outpace_The_Rest/Wb_ZDwAAQBAJ?hl=en&gbpv=0)

“Using Technology to Enhance Reading Innovative Approaches to Literacy Instruction”



[https://www.google.com/books/edition/Using\\_Technology\\_to\\_Enhance\\_Reading/HXIXBwAAQBAJ?hl=en&gbpv=0](https://www.google.com/books/edition/Using_Technology_to_Enhance_Reading/HXIXBwAAQBAJ?hl=en&gbpv=0)

 **Videos:**

The Great Debate: Tech-Savvy or Biz-Savvy

<https://www.youtube.com/watch?v=SrLZ7aIipMU&t=2435s>

How to Become Tech Savvy (5 Simple Tips)

<https://www.youtube.com/watch?v=x78US8b2loc>

Becoming Tech Savvy

[https://www.youtube.com/watch?v=m7bg6V3\\_EM0](https://www.youtube.com/watch?v=m7bg6V3_EM0)

# Tenacity (2)

*Staying with a position or plan of action until the desired objective is obtained or is no longer reasonably attainable.*

## Key Actions

- **Persists in efforts**—Works to achieve goal in spite of barriers or difficulties; actively works to overcome obstacles by changing strategies, doubling efforts, using multiple approaches, etc.
- **Redirects focus**—Adjusts focus when it becomes obvious that a goal cannot be achieved; redirects energy into related achievable goals if appropriate.

## Learning Resources



### Webinars:

[“Prioritization”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Lafley and Martin’s Five-Step Strategy Model”](#)

<http://training.ucptechcentral.org/supervisors/resources/>

[“Webinar | Tenacity, Humility, and Collaborative Change”](#)

<https://www.tamarackcommunity.ca/library/webinar-tenacity-humility-collaborative-leadership-tom-klaus>



### Videos:

[“How to Improve Your Concentration and Focus at Work”](#)

<https://www.youtube.com/watch?v=FI-oPZnPRqI>

[“4 Effective Ways to Become More Persistent”](#)

[https://www.youtube.com/watch?v=XfW4XhAhy\\_E](https://www.youtube.com/watch?v=XfW4XhAhy_E)

[“How to Practice Persistence | Jack Canfield”](#)

<https://www.youtube.com/watch?v=RAg7Yk4XV6Q>

[“Building the Capacity for Tenacity | Deb Rohrer | TEDx USD”](#)

<https://www.youtube.com/watch?v=DTtKsJtFF6o>



### Articles:

[“6 Key Steps for Career Resilience”](#)

<https://www.forbes.com/sites/kerryhannon/2012/12/26/6-key-steps-for-career-resilience/?sh=1dbb8195377e>

[“The One Important Career Skill You Are Likely Overlooking”](#)

<https://www.inc.com/brian-de-haaff/the-one-important-career-skill-you-are-likely-overlooking.html>

[“Developing Tenacity When Facing Opposition”](#)

<https://www.learntoinfluence.com/developing-tenacity-when-facing-opposition/>

[“How to Stay Persistent and Achieve Your Goals”](#)

<https://www.wanderlustworker.com/how-to-stay-persistent-and-achieve-your-goals/>



**Books:**

[High Commitment High Performance: How to Build a Resilient Organization for Sustained Advantage; Michael Beer](#)

[Resilience: Why Things Bounce Back; Andrew Zollie and Ann Marie Healy](#)

[Resilient: How to Grow an Unshakable Core of Calm, Strength, and Happiness; Rick Hanson Ph. D and Forrest Hanson](#)



**E-Books:**

[“Effective Goal Setting”](#)

<http://www.free-management-ebooks.com/dldebk/dlpr-goal.htm>

[“Managing Interruptions”](#)

<http://www.free-management-ebooks.com/dldebk/dlpr-interruptions.htm>

## Valuing Differences 3

*Working effectively with individuals of diverse cultures, interpersonal styles, abilities, motivations, or backgrounds; seeks out and uses unique abilities, insights, and ideas from diverse individuals.*

### Key Actions

- **Seeks understanding**—Establishes relationships with people from other cultures and backgrounds to learn more about them.
- **Conveys respect**—Uses language and behavior that consistently reflect and enhance the dignity of diverse customers, partners, and employees; takes actions that show consideration for cultural concerns and expectations; continually examines own biases and behaviors to avoid stereotypical responses.
- **Uses diversity as an advantage**—Seeks out and uses ideas, opinions, and insights from diverse sources and individuals.

### Learning Resources

#### Articles:

“Staff Competencies”

<https://hr.iu.edu/competencies/core/differences.html#:~:text=Valuing%20differences%20creates%20a%20work,demonstrating%20that%20you%20value%20others.>

“Valuing Differences”

<https://www.cooperhealth.org/sites/default/files/pdfs/Valuing%20Differences%20February%202011.pdf>

“Valuing Diversity and Difference skills”

<https://employabilityskills2.weebly.com/valuing-diversity-and-difference-skills.html>

#### Videos:

“Valuing Differences”

<https://www.youtube.com/watch?v=JeRv5K1ku8s>

“Don't Put People in Boxes”

<https://www.youtube.com/watch?v=zRwt25M5nGw>

“The Value of Diversity and Thought | Steven Grunwald | TEDxSyracuseUniversity”

<https://www.youtube.com/watch?v=qebYS9Khszo>

**Books:**

The Boldly Inclusive Leader: Transform Your Workplace (and the World) by Valuing the Differences Within

<https://www.amazon.com/Boldly-Inclusive-Leader-Transform-Differences/dp/195607211X>

Fostering Diversity, Equity, and Inclusion in the Workplace: A Competency-Based Approach to Understanding and Fostering Diversity, Equity

[https://www.amazon.com/Fostering-Diversity-Equity-Inclusion-Workplace/dp/B09PHBYS45/ref=sr\\_1\\_2\\_sspa?crd=1IPDEX0YPUOWN&keywords=value+differences+in+workplace&qid=1689624929&s=books&sprefix=value+differences+in+workplace%2Cstripbooks%2C84&sr=1-2-spons&sp\\_csd=d2lkZ2V0TmFtZT1zcF9hdGY&psc=1](https://www.amazon.com/Fostering-Diversity-Equity-Inclusion-Workplace/dp/B09PHBYS45/ref=sr_1_2_sspa?crd=1IPDEX0YPUOWN&keywords=value+differences+in+workplace&qid=1689624929&s=books&sprefix=value+differences+in+workplace%2Cstripbooks%2C84&sr=1-2-spons&sp_csd=d2lkZ2V0TmFtZT1zcF9hdGY&psc=1)

Driven by Difference: How Great Companies Fuel Innovation Through Diversity

[https://www.amazon.com/Driven-Difference-Companies-Innovation-Diversity/dp/0814436536/ref=sr\\_1\\_11?crd=1IPDEX0YPUOWN&keywords=value+differences+in+workplace&qid=1689624980&s=books&sprefix=value+differences+in+workplace%2Cstripbooks%2C84&sr=1-11](https://www.amazon.com/Driven-Difference-Companies-Innovation-Diversity/dp/0814436536/ref=sr_1_11?crd=1IPDEX0YPUOWN&keywords=value+differences+in+workplace&qid=1689624980&s=books&sprefix=value+differences+in+workplace%2Cstripbooks%2C84&sr=1-11)

**E-Books:**

Leading to Cultural Intelligence

[https://www.google.com/books/edition/Leading\\_with\\_Cultural\\_Intelligence/AlcRBwAAQBAJ?hl=en&gbpv=1&dq=Valuing+Differences+in+workplace&printsec=frontcover](https://www.google.com/books/edition/Leading_with_Cultural_Intelligence/AlcRBwAAQBAJ?hl=en&gbpv=1&dq=Valuing+Differences+in+workplace&printsec=frontcover)

The Diversity Code

[https://www.google.com/books/edition/The\\_Diversity\\_Code/hqjgTJ\\_xihcC?hl=en&gbpv=1&dq=Valuing+Differences+in+workplace&printsec=frontcover](https://www.google.com/books/edition/The_Diversity_Code/hqjgTJ_xihcC?hl=en&gbpv=1&dq=Valuing+Differences+in+workplace&printsec=frontcover)

Diversity and Inclusion in Organizations

[https://www.google.com/books/edition/Diversity\\_and\\_Inclusion\\_in\\_Organizations/trLjDwAAQBAJ?hl=en&gbpv=1&dq=Valuing+Differences+in+workplace&printsec=frontcover](https://www.google.com/books/edition/Diversity_and_Inclusion_in_Organizations/trLjDwAAQBAJ?hl=en&gbpv=1&dq=Valuing+Differences+in+workplace&printsec=frontcover)

## Work Standards 2

*Setting high standards of performance for self and others; assuming responsibility and accountability for successfully completing assignments or tasks; self-imposing standards of excellence rather than having standards imposed.*

### Key Actions

- **Sets standards for excellence**—Establishes criteria and/or work procedures to achieve a high level of quality, productivity, or service.
- **Ensures high quality**—Dedicates required time and energy to assignments or tasks to ensure that no aspect of the work is neglected; works to overcome obstacles to completing tasks or assignments.
- **Takes responsibility**—Accepts responsibility for outcomes (positive or negative) of one's work; admits mistakes and refocuses efforts when appropriate.
- **Encourages others to take responsibility**—Provides encouragement and support to others in accepting responsibility; does not accept others' denial of responsibility without questioning.

### Learning Resources



#### Webinars:

"Developing Personal Accountability"

<http://training.ucptechcentral.org/supervisors/resources/>

"Encouraging Team Creativity"

<http://training.ucptechcentral.org/supervisors/resources/>

"Motivating Managers"

<http://training.ucptechcentral.org/supervisors/resources/>

"Changing People's Habits"

<http://training.ucptechcentral.org/supervisors/resources/>

"Reverse Mentoring"

<http://training.ucptechcentral.org/supervisors/resources/>



#### Videos:

"Resilience at Work: Taking Responsibility"

[https://www.youtube.com/watch?v=VZSR\\_Eom1Pw](https://www.youtube.com/watch?v=VZSR_Eom1Pw)

"Responsibility- Taking Responsibility- Life Skills- Social Skills"

<https://www.youtube.com/watch?v=ZYOUJucqyMI>

"How to Get Others to Step Up And be Accountable- Leadership Development Tips"

<https://www.youtube.com/watch?v=aRyjXhh5ODI>

"Motivating People To Excellence | Cheryl Ferguson | TEDxWinnipeg"

<https://www.youtube.com/watch?v=aljb6ZXBwV0>

"7 Proven Ways to Improve Work Efficiency & Productivity 2020"

<https://www.youtube.com/watch?v=uAhWVnsSIGY>

 **Articles:**

"Helping People Take Responsibility"

<https://www.mindtools.com/pages/article/taking-responsibility.htm>

"Responsibility in The Workplace"

<https://www.linkedin.com/pulse/responsibility-workplace-jason-armstrong>

"Work-Life Lesson 3: Set Your Performance Standards High and Never Give in to "Good Enough". Be Your Own Toughest Critic."

<https://glennremoras.com/2011/03/20/businesslesson3/>

"How to Increase Accountability in the Workplace"

<https://toggl.com/blog/how-to-increase-accountability-in-the-workplace>



**Books:**

[9 Things Successful People Do Differently, Heidi Grant Halvorson](#)

[Inspiring Accountability in the Workplace: Unlocking the Brian's Secrets to Employee Engagement, Accountability, and Results; Elaina Noell](#)

[Accountability: Taking Ownership of Your Responsibility, Henry Browning](#)

[Intrinsic Motivation at Work: Building Energy and Commitment; Kenneth W. Thomas](#)



**E-Books:**

How to Handle Responsibility

<https://archive.org/details/howtohandlerespo00nels/mode/2up>

I Am Accountable: Ten Choices that Create Deeper Meaning in Your Life, Your Organization, and Your World

<https://www.kobo.com/us/en/ebook/i-am-accountable>

"10 Ways to Motivate Your Team"

[https://free-management-ebooks.tradepub.com/free/w\\_jose03/prgm.cgi?a=1](https://free-management-ebooks.tradepub.com/free/w_jose03/prgm.cgi?a=1)

"Why Taking Responsibility is Key to Being The Best You"

<https://ideapod.com/product/why-taking-responsibility-is-key-to-being-the-best-you-ebook-2/>

"Responsibility at Work"

<https://www.kobo.com/us/en/ebook/responsibility-at-work-wcs-desptop-edition>

