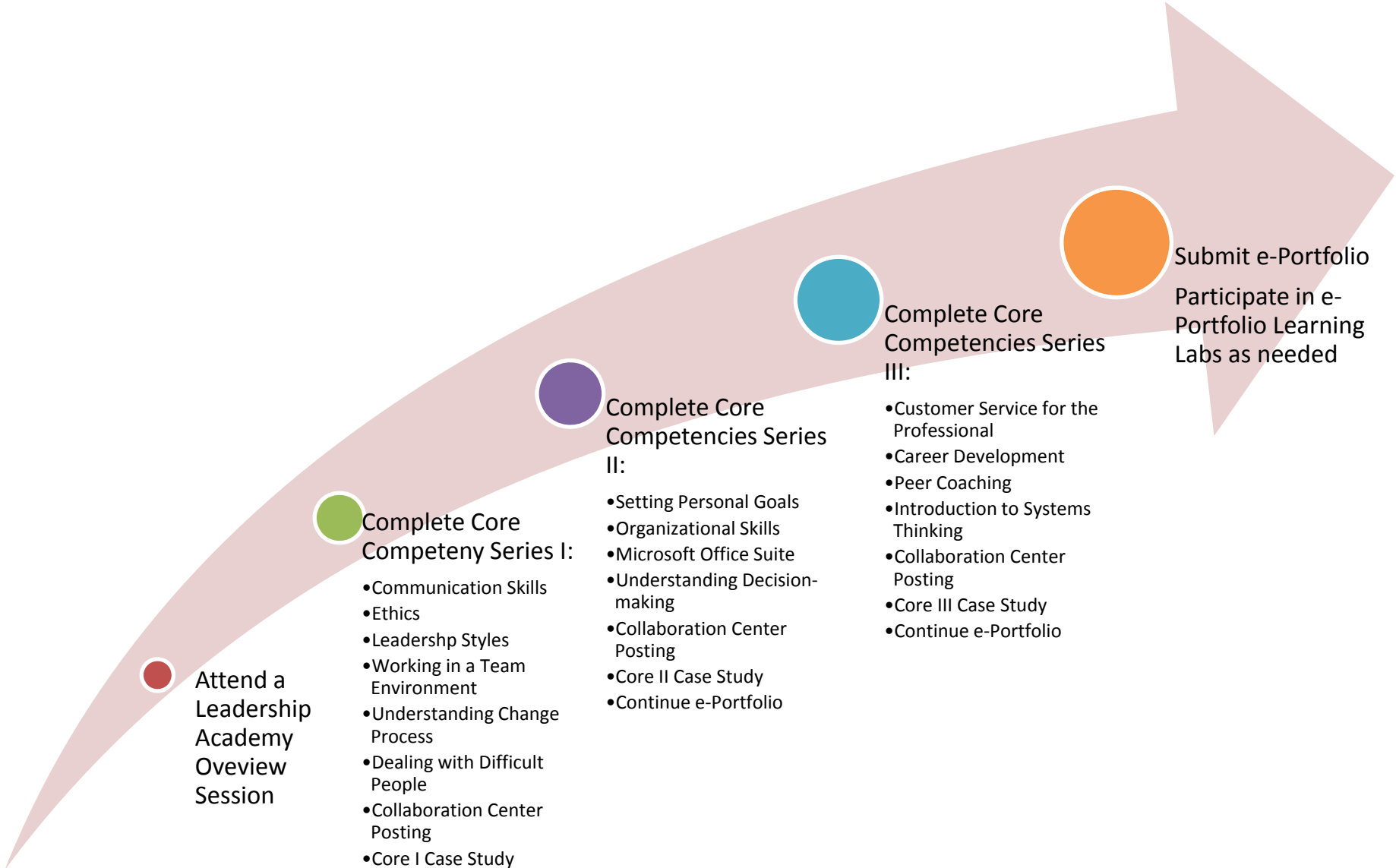


Leadership Academy Requirements for Emerging Leader Level



Attend a Leadership Academy Overview Session

- Complete Core Competency Series I:**
- Communication Skills
 - Ethics
 - Leadershp Styles
 - Working in a Team Environment
 - Understanding Change Process
 - Dealing with Difficult People
 - Collaboration Center Posting
 - Core I Case Study
 - Start e-Portfolio

- Complete Core Competencies Series II:**
- Setting Personal Goals
 - Organizational Skills
 - Microsoft Office Suite
 - Understanding Decision-making
 - Collaboration Center Posting
 - Core II Case Study
 - Continue e-Portfolio

- Complete Core Competencies Series III:**
- Customer Service for the Professional
 - Career Development
 - Peer Coaching
 - Introduction to Systems Thinking
 - Collaboration Center Posting
 - Core III Case Study
 - Continue e-Portfolio

Submit e-Portfolio
Participate in e-Portfolio Learning Labs as needed

Required Coursework Descriptions

Series One

Competency

Clear Communicator – Transformational Leadership Style

Course	Description
Communication Skills	How well you communicate can influence how others view your work, your performance, and your prospects for career mobility. Although all of us talk and listen to one another, we may not be communicating. In a dynamic working environment it is not surprising that misunderstandings occur. This course will assist in learning to actively listen in a variety of situations, listen for different types of input and respond appropriately, and identify pertinent information.
Ethics	Ethics is the moral principles that govern or influence conduct. This course will help the participant understand the UM's ethics standards outlined as a part of the employment requirements. The ethical behavior of any leader has a direct impact on his or her credibility with co-workers and customers.
Leadership Styles	A leader's success is based on their ability to develop their staff to their maximum potential. This "leadership styles" course introduces emerging leader to the many styles of leadership, and helps the potential leader discover their style and the impact of that style on staff.
Working in a Team Environment	This course is designed to give the participants the necessary knowledge and tools to work effectively in a team environment. Participants will identify the elements of a high performing team and will learn to stimulate innovative thinking in themselves and their team members when working on group projects. In addition, participants will learn to delegate tasks effectively within their team and evaluate themselves in a team environment.
Understanding Change Process	Change is a positive process that at times creates uncertainty, insecurity, and doubt. This course is designed to introduce you to the stages of change and how as a member you can recognize and adapt to changes.
Dealing with Difficult People	To remain effective in your job, you have to stay composed and professional when faced with difficult people and situations. In this session, you will learn how to handle challenging people and situations calmly and effectively. You will discover powerful tools for assessing difficult people and managing conflict without sacrificing your self-respect. You will learn to stay focused, respond positively to negative people and communicate more effectively with all types of problem personalities.
Collaboration Center Posting	Reflecting on the impact of your learning has been shown to be an effective method of retaining new information. Therefore, as part of each core series, you will be required to share your reflections with colleagues through a threaded discussion forum, the Collaboration Center, in ULearn.
Core I Case Study	The core case study allows participants to practice and demonstrate newly gained knowledge and skills developed by taking the courses in the Core I Series. Through individual and group interaction, the case is analyzed and the participants work in collaboration to create solutions for the issues being presented.

Series Two

Competency

Results Oriented – Technological awareness & Understanding – Sound and Consistent Judgment

Course	Description
Setting Personal Goals	Setting goals can be incredibly motivating, and as you get into the habit of setting and achieving goals, you'll find that your self-confidence builds quickly. The process of setting goals helps you choose where you want to go in life. By knowing precisely what you want to achieve, you know where you have to concentrate your efforts. You'll learn how to spot distractions that would prevent you from achieving your goals. Participants will apply the concepts of developing long-term vision and motivation and also explore the role that organizing time and resources plays in effective goal setting. This blended learning course (a combination of CBL and ILT session) will help you identify your values, set principle-based goals, and develop an appropriate action plan to achieve these goals. This course is also part of the Emerging Leader level of the Leadership Academy.
Organizational Skills	As you transition from team member to supervisor, it is important to realize that your success will be measured mainly on the ability of your reaching your goals. This course will address the organizational skills and time management which are essential in making this happen.
Microsoft Office Suite	The workplace has become highly automated and with the support of new technology comes a need for proficiency in using these systems. This course focuses on the productivity software used by the university – Microsoft Office. The course offers an introduction to Word, Outlook, and Excel basics.
Understanding Decision Making	As you move up in the organization, you will quickly realize that the decisions that you will make will have an impact not only on you, but the department and organization as well. Understanding Decision Making exposes you to the process and impact of the decision making process. Sound and consistent judgement takes place when you make decisions based on “best practices,” involve your team in the decision process, and incorporate good data that will support the decisions you will be making.
Collaboration Center Posting	Reflecting on the impact of your learning has been shown to be an effective method of retaining new information. Therefore, as part of each core series, you will be required to share your reflections with colleagues through a threaded discussion forum, the Collaboration Center, in ULearn.
Core I Case Study	The core case study allows participants to practice and demonstrate newly gained knowledge and skills developed by taking the courses in the Core I Series. Through individual and group interaction, the case is analyzed and the participants work in collaboration to create solutions for the issues being presented.

Series Three

Competency

Customer Focused – People Developer – Future Focused

Course	Description
Customer service for the Professional	This curriculum is designed for those providing, and promoting superior customer services. It will provide participants with an opportunity to align their customer service skills and techniques against best practices as well as examine how to improve these skills within their current role.
Career Development	The career development course was designed to help you map your future. Many times, people enter a large organization and have trouble navigating a path that will support their own personal growth. Work is not only about making a living, it is also about being happy and satisfied with the job you have chosen. Through online coursework and the accompanying live session, you will gain career direction which will help you with the career decisions that you face.
Peer Coaching	Research has proven that new knowledge and skill development is fostered when supported by either a supervisor or another person you work with. Peer coaching is a process and skill that supports the development of your fellow colleagues. Coaching is not easy and people's feelings can be hurt if the feedback you offer is not properly worded. This course gives the emerging leader the tools necessary to successfully coach and support your coworkers. The course will also provide valuable information about dealing with difficult coworkers, working through conflict, and the proper way to deliver feedback about negative issues.
Introduction to Systems Thinking	System thinking is a discipline that focuses on seeing "the big picture." It is a framework for seeing interrelationships rather than separate pieces, for seeing patterns of change rather than basing decisions on a single snapshot in time. In a very practical way, this course covers the principles and tools necessary to understand the dynamic behavior of complex systems ranging from software-driven systems to social systems. Topics include: functional analysis, causal loop diagrams, reinforcing and balancing feedback, and system delays. The primary objective of this course is to provide the skills necessary recognize system problems and formulate system oriented strategies.
Collaboration Center Posting	Reflecting on the impact of your learning has been shown to be an effective method of retaining new information. Therefore, as part of each core series, you will be required to share your reflections with colleagues through a threaded discussion forum, the Collaboration Center, in ULearn.
Core I Case Study	The core case study allows participants to practice and demonstrate newly gained knowledge and skills developed by taking the courses in the Core I Series. Through individual and group interaction, the case is analyzed and the participants work in collaboration to create solutions for the issues being presented.

e-Portfolio development and Learning Labs

Your e-Portfolio is your record of competency achievement. The e-Portfolio is an electronic record of artifacts that demonstrate your proficiency in all eight competencies. These demonstrations must be actual work products that show growth in your areas of development through the Academy, as well as areas of strengths that you have already achieved. 8 Learning Labs (one for each competency area) were designed to give you individual and peer support in developing skills, as well as the e-Portfolio.

e-Portfolio:

How can I store the actual work product that proves competency? Any portable storage device (USB drive, external drive, or CD-Rom disk) can be used to store your work products. The products can be documents, audio, and video files – anything that demonstrates proof that you have mastered a competency. PDTO can make available equipment you may borrow to produce audio and video files with advance notice.

How do I prove competency? The use of actual work products that show mastery of the skill sets associated with each competency. Work products can be documents, audio or video segments that demonstrate your mastery of those skills.

Learning Labs for e-Portfolios: These e-Portfolio learning labs for Emerging Leaders allow for group feedback on documentation and one-on-one consultation as needed to supplement the participant's development of the e-Portfolio.