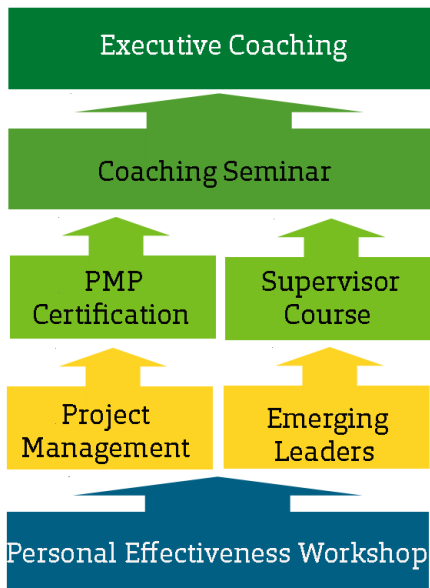


# Leadership Development Program

The S&T Leadership Development Program is designed to offer a path for learning and growth for employees at all career stages and levels of interest in leadership. Our S&T, UM and industry experts will offer learning and development experiences to encourage and prepare our future and current leaders.

## Choosing a Track

There are two development tracks built into the program. A track for individual excellence focuses on project management skills and a leadership track for those interested in leading units or divisions. Individuals are encouraged to discuss their participation with their supervisor.



Leadership Development Program

## Personal Effectiveness Workshop

This is the foundational offering of the Leadership Development Program. This workshop provides participants with a self-assessment of their communication and work style utilizing the DiSC assessment. The workshop sessions build to recognize communication and work styles of others to improve communication and outcomes.

## Project Management Course

Successful project management is critical to the growth of the University. This course covers the basics of project management. Participants will be introduced to project planning, scheduling, and budgeting. The unique challenges of managing a project team are included. The course concludes with monitoring cost, schedule, and performance during the life of a project.

## Emerging Leaders Workshop

The Emerging Leaders Workshop prepares participants for a formal or informal future leadership role. This comprehensive series explores relevant topics and issues that today's leaders encounter and pairs those issues with proven strategies to ensure success.

## Supervisor Course

The Supervisor Course offers in-depth exploration of the University's systems and processes in addition to local, state, and federal compliance topics. Participants will learn how to navigate the University system to effectively and efficiently support the outcomes of their teams. Participants will build a support network of content experts across the campus.

## Project Management Professional (PMP) Certification

The University has committed to sponsoring PMP Certification for employees who have completed the Project Management Course and have applied for and been selected for this opportunity.

## Coaching Seminar

The S&T Coaching Seminar offers focused discussion and support surrounding significant University topics. Cohorts will be formed for peer level leaders and limited to 10 participants per cohort. Confidentiality will be ensured to allow leaders to problem-solve, plan for the future and support change. While seminar topics are suggested, cohorts may select topics most relevant to their needs.

## Executive Coaching

The University has committed to sponsoring executive coaching for senior level leaders who have outgrown the support offered on campus.

# Leadership Development Program

## 2022 - 2023 Program Schedule

Program offerings are illustrated in the schedule below. Sections may be added or collapsed based on interest. Programs will be available for sign up in Percipio on the S&T Channel. Individuals should discuss participation with their supervisor prior to signing up.



Dates are subject to change.

Sign up in Percipio!



# Personal Effectiveness Workshop

**AUDIENCE:** FACULTY & STAFF  
**PREREQUISITE:** NONE  
**FORMAT:** IN-PERSON  
90 MINS PER WEEK  
4 WEEKS

The personal effectiveness workshop is the foundational offering of the Leadership Development Program. This workshop provides participants with a self-assessment of their communication and work style utilizing the DiSC assessment. The DiSC assessment is based on the behavioral concepts developed by William Marsten. The workshop sessions build upon this foundational knowledge of oneself to recognize communication and work styles of others. Using DiSC principles, participants will learn how to leverage the complementary strengths of team members to improve communication and outcomes.

## Workshop Outcomes

- Enhanced Self-leadership
- Expanded Communication skills
- Strategies for Conflict management
- Improved Time management/accountability

### Session 1

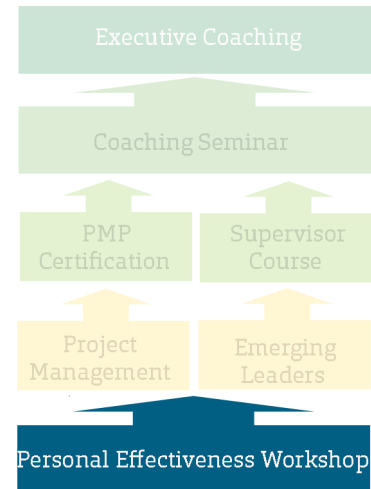
The first session focuses on identifying and acknowledging the communication and work styles of oneself.

- Overview of the DiSC principles
- Predictive selection and debrief
- Review DiSC assessment results
- Defining motivators & stressors
- Articulating your own communication preferences and work style

### Session 2

The second session builds on the learning of communication and work styles of oneself by adding the ability to properly identify these traits in others.

- Review of the DiSC principles
- Identifying DiSC styles of others



## Leadership Development Program

The Personal Effectiveness Workshop is the foundational offering of the Leadership Development Program series.

Develop a plan for communicating with other DiSC styles

### Session 3

The third session reviews the learning of communication styles of oneself and others by applying these strategies to resolve and manage conflict between others.

- Applying DiSC principles to your everyday interactions
- Utilizing DiSC as a conflict management strategy

### Session 4

The final session will leverage the knowledge gained through the understanding of DiSC and apply those strategies to build and manage effective teams. Participants will utilize DiSC strategies to conduct mock performance reviews and coaching scenarios.

- Leveraging strengths and building effective teams
- Leading through effective communication

## RECOMMENDED CONTINUED LEARNING

- Individual coaching session with instructor
- S&T Emerging Leaders Workshop (leadership track)
- Project Management Course (individual excellence track)

# Project Management Course

**AUDIENCE:** FACULTY & STAFF  
**PREREQUISITE:** NONE  
**FORMAT:** VIRTUAL/ASYNCHRONOUS  
2 HRS PER WEEK  
4 WEEKS

This course covers the basics of project management. Participants will be introduced to project planning, scheduling, and budgeting. The unique challenges of managing a project team are included. The course concludes with monitoring cost, schedule, and performance during the life of a project.

## Course Outcomes

- Identify and define project management
- Describe project scheduling skills and tools
- Describe project budgeting skills and tools
- Apply project management skills and strategies

## Module 1

- Introduction to project management
- Initial planning
- Project management skills

## Module 2

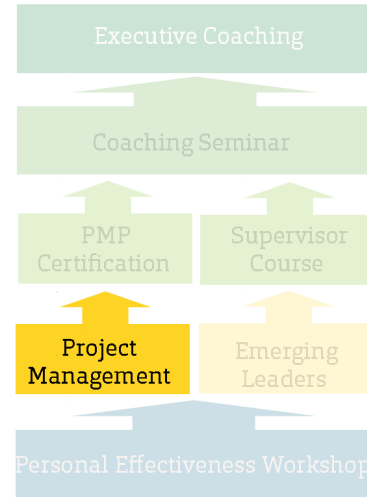
- Planning and scheduling a project
- Introduction to work breakdown structure (WBS)
- Introduction to project management techniques PERT/CPM

## Module 3

- Budgeting a project
- Cost estimation
- Cost control

## Module 4

- Managing a project team
- Stages of a team
- Managing people



## Leadership Development Program

The Project Management Course introduces the principles of project management and provides participants an opportunity to pursue formal certification.

## RECOMMENDED CONTINUED LEARNING

Program Management Certification (PMP) through Project Management Institute (PMI) \*University sponsorship available

## Instructor

Susan Murray, Ph.D.



Acting Dean, Kummer College of Innovation, Entrepreneurship, and Economic Development

# Emerging Leaders Workshop

**AUDIENCE:** FACULTY & STAFF  
**PREREQUISITE:** APPLICATION OR NOMINATION  
**FORMAT:** IN-PERSON & VIRTUAL  
4 HRS PER MONTH

The Emerging Leaders Workshop prepares participants for a formal or informal future leadership role. This comprehensive series explores relevant topics and issues that today's leaders encounter and pairs those issues with proven strategies to ensure success.

## Workshop Outcomes

- Successfully make the transition to a leadership role
- Lead others by demonstrating Situational Leadership
- Understand behavioral differences with DiSC
- Set performance expectations
- Coach to increase capability and improve performance
- Understand the functional areas of the University
- Lead teams effectively
- Manage conflict

## Workshop 1

### Leadership Panel

Campus and industry leaders discuss their paths to leadership, pivotal experiences, avoidable pitfalls and how they developed their professional support networks.

## Workshop 2

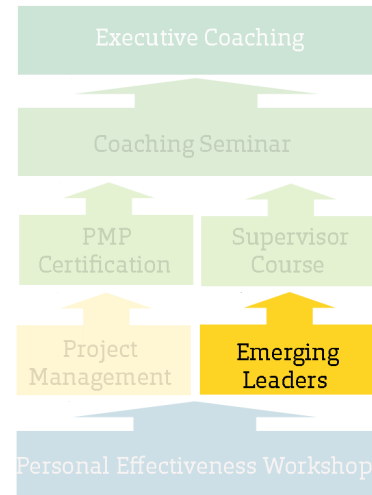
### Transitioning to a leadership role

- Defining your leadership goals
- Developing self-awareness
- Redefining working relationships
- Recognizing bias and improving cultural competency

## Workshop 3

### Learn the concepts and appropriate applications of Situational Leadership

- Overview of situational leadership styles
- Review studies of situational leadership applications
- Selecting and applying the appropriate style
- Transitioning between styles



## Leadership Development Program

The Emerging Leaders Workshop prepares participants for a successful leadership journey.

## Workshop 4

### Identify and adapt for behavioral and communication styles of others

- Revisit the DiSC assessment and principles
- Build effective teams utilizing complementary behaviors
- Navigating conflict by applying DiSC principles

## Workshop 5

### Setting team goals and coaching for performance

- Review performance methodologies
- Align department goals to North Star/Strategic Plan
- Review SMART goal format
- Leverage data analytics for performance
- Supporting employees to achieve expectations
- Coaching conversations

CONTINUED ON NEXT PAGE

# Emerging Leaders Workshop

---

## Workshops 6-10

Working collaboratively across the University. Rotations of functional, business, support and academic units of the University. Participants will understand the connectivity of units to prepare for effective communication and decision-making.

- Revenue structure, including: tuition, state & federal funding sources and advancement
- Expenses in a public institution
- Research, innovation and strategic initiatives
- Student enrollment and retention
- Business infrastructure
  - Facilities and capital projects
  - Human resources
  - Technology
  - Marketing and communications

## Workshop 11

Project based learning: developing and implementing a leadership and project plan

- Selecting an initiative to lead
- Building a project team, establish a project plan
- Define success measurements
- Anticipating challenges
- Planning for collaboration

## Workshop 12

Project based learning: check-in and coaching session

- Managing workloads
- Leading teams effectively
- Time management
- Stress management and wellness

## Workshop 13

Project based learning: report out, review and reflection

- Measuring results
- Debrief the experience
- Re-evaluation of the initial plan
- Self-reflection of your leadership approach

## RECOMMENDED CONTINUED LEARNING

- Individual coaching session with instructor of choice
- Supervisor Course
- Series on Leadership Essentials (SOLE)
- Organizational Perspectives and Leadership (OPAL)

# Supervisor Course

**AUDIENCE:** FACULTY & STAFF  
**PREREQUISITE:** NEWLY APPOINTED TO A SUPERVISORY ROLE  
**FORMAT:** IN-PERSON & VIRTUAL  
2 HRS PER MONTH  
MODULES ROTATE CONTINUOUSLY

The Supervisor Course offers in-depth exploration of the University's systems and processes in addition to local, state, and federal compliance topics. Participants will learn how to navigate the University system to effectively and efficiently support the outcomes of their teams. Participants will build a support network of content experts across the campus.

## Module 1

Introduction to Supervision

## Module 2

Human Resources Policies

## Module 3

Exploring Unconscious Bias

## Module 4

Worker's Compensation

## Module 5

Fair Labor Standards Act (FLSA)

## Module 6

Family Medical Leave Act (FMLA)

## Module 7

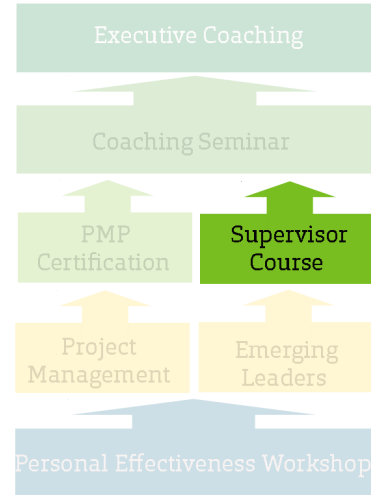
Supervising Union-eligible employees

## Module 8

Performance Management

## Module 9

Employee Performance and Discipline



## Leadership Development Program

The Supervisor Course takes a deep dive into managing employees at the University.

## Module 10

Safety

## Module 11-12

Interview and Selection of New Employees

## Module 13

Compensation Structure and Practices

## Module 14

Additional Legal Obligations

## Module 15

Ethics in the Workplace

## RECOMMENDED CONTINUED LEARNING

Coaching Seminar

Administrative Leadership Development Program (ALDP)

## Instructor

S&T Content Experts

# Coaching Seminar

**AUDIENCE:** FACULTY & STAFF

**PREREQUISITE:** LEADERS WORKSHOP & ONE YEAR LEADERSHIP EXPERIENCE; NOMINATION

**FORMAT:** IN-PERSON  
2 HRS PER MONTH

The S&T Coaching Seminar offers focused discussion and support surrounding significant University topics. Cohorts will be formed for peer level leaders and limited to 10 participants per cohort. Confidentiality will be ensured to allow leaders to problem-solve, plan for the future and support change. While seminar topics are suggested, cohorts may select topics most relevant to their needs.

## Seminar Outcomes

- Leverage your strengths as a leader
- Develop and lead successful teams
- Value diversity
- Provide effective coaching

## Seminar 1

- Review DiSC principles to leverage leadership strengths
- Identifying DiSC styles of others
- Using DiSC to inform situational leadership
- Conflict management
- Reflect how DiSC behaviors intersect with cultural competency

## Seminar 2

- Managing in the matrix
- Review matrix reporting structures of the University
- Develop decision-making protocols and communication plans that honor the matrix environment
- Contributing to a shared vision
- Co-management strategies

## Seminar 3

- Sourcing and selecting talent
- Determine the needs of the team and identify a corresponding skill set



## Leadership Development Program

The Coaching Seminar offers an on-campus professional learning community where topics of interest are determined by participants.

- Scripting attractive, non-biased, informative job ads
- Valuing the candidate's experience and cultivating future talent pools
- Interviewing techniques and mitigating bias
- Brokering a job offer

## Seminar 4

- Team development and interpersonal dynamics
- Valuing diversity and addressing bias
- Conflict resolution
- Coaching for performance
- Crucial and critical conversations

## Seminar 5

- Developing a professional network
- Seeking and selecting a mentor
- Connecting with industry experts
- Cultivating an external resource network

## RECOMMENDED CONTINUED LEARNING

- Individual coaching and career planning.
- Executive Coaching (external)