OFFERING DEVELOPMENT OPPORTUNITIES FOR OUR FUTURE LEADERS

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.

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.

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.
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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.

Sign up in Percipio!
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

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)
LEADERSHIP DEVELOPMENT PROGRAM

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
LEADERSHIP DEVELOPMENT PROGRAM

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

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LEADERSHIP DEVELOPMENT PROGRAM

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

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
LEADERSHIP DEVELOPMENT PROGRAM

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)