

Administrative Skills

Administrative Skills workshops increase awareness and understanding of working in or managing an office at JMU.

A. Job Skills and Departmental Knowledge

1. Personal responsibility to know the job, the department, and affected units of JMU
<https://www.linkedin.com/learning/developing-business-acumen/know-your-operations?u=50844473>
2. Effectively fulfills job duties following specific policies and procedures
<https://www.linkedin.com/learning/job-skills-learning-the-basics/prioritizing-work?u=50844473>
3. Uses appropriate technology to accomplish tasks
<https://www.linkedin.com/learning/teaching-with-technology/choosing-appropriate-technologies-to-assess-learning?u=50844473>
4. Seeks training and professional development that enhances efficiency and effectiveness
<https://www.linkedin.com/learning/train-the-trainer/elements-of-effective-training?u=50844473>

B. Policies, Procedures and Processes

1. Organizes self and work to maximize efficiency
<https://www.linkedin.com/learning/social-recruiting-for-recruiters/organize-yourself-and-the-process?u=50844473>
2. Uses established work routines, and relies on available systems, documents, and information
<https://www.linkedin.com/learning/20-habits-of-executive-leadership/design-a-daily-routine?u=50844473>
3. Creates improved methods that satisfy procedural expectations and policies
<https://www.linkedin.com/learning/how-to-be-an-adaptable-employee-during-change-and-uncertainty/embrace-a-proactive-mindset?u=50844473>
4. Ensures compliance with mandated and recommended policies, procedures and processes; collaborates with others to assure satisfaction of requirements
<https://www.linkedin.com/learning/leading-from-the-middle/build-relationships-and-trust?u=50844473>
5. Knows when they can make decisions on their own and when they need supervisor/manager authorization
<https://www.linkedin.com/learning/job-skills-learning-the-basics/decision-making?u=50844473>
6. Keeps supervisor/manager informed of exceptions to policies/procedures/processes
<https://www.linkedin.com/learning/leading-from-the-middle/create-a>

[productive-relationship-with-your-boss?u=50844473](https://www.linkedin.com/learning/productive-relationship-with-your-boss?u=50844473)

C. Time Management and Organizational Skills

1. Effectively manages time to meet established deadlines; distinguishes between important (critical) and urgent tasks to prioritize and plan work to productively deal with interruptions and limitations

<https://www.linkedin.com/learning/time-management-tips/time-management-for-managers-and-leaders?u=50844473>

2. Manages projects and resources to achieve results on time, within budget, and meeting stakeholder expectations

<https://www.linkedin.com/learning/time-management-tips/processing-long-projects-with-many-steps?u=50844473>

3. Initiates work and completes it without prompting; willingly takes on tasks to benefit the work unit or peers; solves problems before they become crises; manages simultaneous projects

<https://www.linkedin.com/learning/time-management-tips/get-your-time-management-back-on-track?u=50844473>

4. Is conscientious with details and routine activities; personal tasks are completed in a timely manner to ensure that others' interdependent tasks can also be completed in a timely manner

<https://www.linkedin.com/learning/improving-employee-performance/time-management?u=50844473>

D. Presence and Professionalism

1. Maintains a professional appearance and demeanor; understands and practices professional and departmental etiquette and protocols

<https://www.linkedin.com/learning/projecting-intelligence/impact-of-your-appearance?u=50844473>

2. Expresses an attitude conducive to a productive work environment including understanding of differences in work styles, communication styles, behaviors, and viewpoints

<https://www.linkedin.com/learning/accounting-ethics/professional-competency?u=50844473>

3. Shows understanding of workplace dynamics and politics including formal and informal structures within the organization; responds with diplomacy and tact regardless of group dynamic

<https://www.linkedin.com/learning/communicating-with-empathy/the-importance-of-professional-empathy-2?u=50844473>

4. Stays informed and interacts appropriately with people in various positions and levels while respecting authority structures

<https://www.linkedin.com/learning/lead-generation-foundations-2019/human-interaction?u=50844473>

5. Uses influence and networks to anticipate impact of organizational decisions, solve problems, and advance opportunities for self and others

<https://www.linkedin.com/learning/pivoting-your-small-business-in-a-crisis/how-do-i-stay-informed-2?u=50844473>

Communication

Communication workshops are designed to increase awareness of effective and ineffective communication practices, presentation skills, and active learning techniques.

A. Listen Well

1. Listens to others with full attention, actively rephrasing and asking appropriate questions to achieve shared meaning\
<https://www.linkedin.com/learning/facilitation-skills-for-managers-and-leaders/active-listening?u=50844473>
2. Uses a variety of questions (open/closed/probing) to gather more information to increase knowledge and understanding
<https://www.linkedin.com/learning/negotiating-your-leadership-success/ask-good-questions?u=50844473>
3. Uses tact to respond to questions and clarify understanding of the content
<https://www.linkedin.com/learning/the-secrets-to-success-at-work/become-an-excellent-and-active-listener?u=50844473>
4. Thinks about potential impacts of communications (verbal/written/visual) as they are being developed
<https://www.linkedin.com/learning/project-management-foundations-communication-2019/active-listening?u=50844473>
5. Understands the value of pausing and taking time to ensure a message matches the intent of the communication before distributing\
<https://www.linkedin.com/learning/improving-your-conflict-competence/listen-to-others-and-discover-answers-to-conflict?u=50844473>

B. Know Your Content

1. Shows comprehensive technical and functional expertise in subject being communicated including terminology, principals, policies, practices, and procedures
<https://www.linkedin.com/learning/marketing-during-a-crisis/sharing-important-information?u=50844473>
2. Considers an audience's level of familiarity with the content and varies own communication style to ensure the audience can receive the information
<https://www.linkedin.com/learning/public-speaking-energize-and-engage-your-audience/know-your-audience?u=50844473>
3. Provides information in an objective manner, and creatively uses repetition to get points across and ensure group understanding

C. Demonstrate Tact and Invite Participation

1. Displays confidence, tact and self-awareness when communicating regardless of audience, experience or position
<https://www.linkedin.com/learning/leadership-foundations-4/communicating-with-impact-and-influence?u=50844473>
2. Chooses communication methods that are appropriate for the message and the audience

<https://www.linkedin.com/learning/learning-data-science-tell-stories-with-data/know-your-audience?u=50844473>

1. Conveys information and expectations clearly and concisely, orally and in writing, using easily understood language that is grammatically correct

<https://www.linkedin.com/learning/the-secrets-to-success-at-work/communicate-with-authority-clarity-and-confidence?u=50844473>

2. Encourages individuals with varying perspectives to share

<https://www.linkedin.com/learning/creating-a-culture-that-inspires-your-employees/encouragement?u=50844473>

3. Creates environments where differences of perspectives are heard and respected

<https://www.linkedin.com/learning/advice-for-leaders-during-a-crisis/gain-new-perspectives?u=50844473>

D. Share Information Appropriately

1. Separates facts from opinion and pays special attention to confidentiality, sensitive information, and data integrity

<https://www.linkedin.com/learning/working-with-actors-non-actors-in-video-production/inviting-questions-and-opinion-2?u=50844473>

2. Delivers unpopular, critical or stressful information effectively and with as much transparency as the situation allows

<https://www.linkedin.com/learning/jodi-glickman-on-make-em-love-you-at-work/transparency?u=50844473>

3. Understands how non-verbal communication impacts verbal communication and maintains consistency between non-verbal and verbal messages

<https://www.linkedin.com/learning/win-new-business-by-running-great-client-facing-meetings/nonverbal-versus-verbal-messages?u=50844473>

4. Presents ideas, proposals, and content in an organized way using appropriate technology

<https://www.linkedin.com/learning/executive-decision-making/communicating-effectively-2?u=50844473>

E. Facilitates to Engage Participants

1. Designs an experience for participants to reach a specific deliverable using tools including schedules, surveys, agendas, designed activities, audiovisuals, handouts, etc.

<https://www.linkedin.com/learning/train-the-trainer/getting-participants-involved?u=50844473>

2. Facilitates participant discussion to enhance understanding and encourage application of content

<https://www.linkedin.com/learning/strategies-for-effective-leadership-teams/positive-group-dynamics?u=50844473>

3. Manages the experience as it happens to adjust planned flow in response to individual and group dynamics

<https://www.linkedin.com/learning/learning-brainstorming/group-ideation-dynamics-14172198?u=50844473>

4. Solicits performance feedback and appropriately acknowledges and uses constructive

feedback for personal and professional growth

<https://www.linkedin.com/learning/build-a-personal-learning-plan-and-stick-with-it/solicit-feedback?u=50844473>

F. Address Team Dynamics and Difficult Situations

1. Creates and maintains a setting that encourages open and honest participation

<https://www.linkedin.com/learning/designing-a-presentation-14176816/know-your-audience?u=50844473>

2. Establishes clear expectations for the group and monitors team dynamics to alter activities as needed to achieve results

<https://www.linkedin.com/learning/become-a-chief-of-staff/communications?u=50844473>

3. Competently and compassionately handles difficult situations with professionalism and composure; maintains a safe and inclusive learning environment

<https://www.linkedin.com/learning/project-management-foundations-4/monitor-and-control-risks-3?u=50844473>

4. Addresses hostile or inappropriate remarks in a manner that encourages learning in the moment and maintains a safe learning environment

<https://www.linkedin.com/learning/win-new-business-by-running-great-client-facing-meetings/five-steps-to-handling-objections?u=50844473>

Diversity, Equity, and Inclusion (DEI)

Diversity, Equity, and Inclusion workshops are designed to increase workplace practices and attitudes that reflect JMU's goal to be an inclusive community that values the richness of all individuals and perspectives.

A. Diversity Terminology and Concepts

1. Understands diversity terminology, including the differences between diversity, equity, and inclusion

<https://www.linkedin.com/learning/diversity-and-inclusion-in-a-global-enterprise/what-are-diversity-and-inclusion?u=50844473>

2. Recognizes the role and impact of bias, power, and oppression

<https://www.linkedin.com/learning/addressing-unconscious-bias-as-a-leader/intentional-power-and-influence?autoplay=true&resume=false&u=50844473>

3. Understands that forms of oppression and inequities (e.g. racism, sexism, classism, etc.) are experienced by many and inhibit full participation at JMU

<https://www.linkedin.com/learning/how-to-be-more-inclusive/understanding-diversity-and-inclusion?u=50844473>

4. Understands oppression and power as systemic

<https://www.linkedin.com/learning/creating-safe-spaces-for-tough-conversations-at-work/systems-of-injustice?autoplay=true&u=50844473>

B. Leadership (Personal & Situational)

1. Learns personal biases and how to actively challenge those biases within the workplace

<https://www.linkedin.com/learning/confronting-bias-thriving-across-our-differences/exploring-unconscious-bias?autoplay=true&resume=false&u=50844473>

2. Engages in ongoing self-education to learn about other cultures

<https://www.linkedin.com/learning/managing-globally/understanding-culture?u=50844473>

3. Maintains a “growth mindset”

<https://www.linkedin.com/learning/cultivating-a-growth-mindset/fixed-mixed-and-growth-mindsets?autoplay=true&resume=false&u=50844473>

4. Anticipates mistakes as an integral part of the learning process for self and others

<https://www.linkedin.com/learning/inclusive-mindset/creating-spaces-that-are-safe-and-brave?u=50844473>

5. Encourages diversity of culture, viewpoints, and identities within the workplace

<https://www.linkedin.com/learning/diversity-and-inclusion-in-a-global-enterprise/diversity-and-inclusion-efforts-14275079?u=50844473>

6. Models inclusive behaviors within their role
<https://www.linkedin.com/learning/confronting-bias-thriving-across-our-differences/what-is-inclusion?u=50844473>
7. Creates safe and brave spaces for diverse colleagues and others in the JMU community
<https://www.linkedin.com/learning/creating-safe-spaces-for-tough-conversations-at-work/unlocking-workspace-potential?autoSkip=true&autoplay=true&resume=false&u=50844473>
8. Mentors, supports, or otherwise encourages significant influence for historically underserved or underrepresented groups; e.g., career development, leadership positions, and changes to policies
<https://www.linkedin.com/learning/diversity-and-inclusion-in-a-global-enterprise/diversity-and-inclusion-interventions-14272651?u=50844473>

C. Cultural Competence

1. Understands intersectionality at the systemic and individual levels
<https://www.linkedin.com/learning/executive-decision-making/cultural-differences-2?u=50844473>
2. Values the differences among, between, and within cultural groups
<https://www.linkedin.com/learning/inclusive-mindset/research-why-inclusion-matters-to-you?autoplay=true&resume=false&u=50844473>
3. Creates opportunities for community members of all cultures to contribute their knowledge, skills, and perspectives in order to support a more inclusive and dynamic workplace and work product
<https://www.linkedin.com/learning/be-an-inclusive-organization-people-won-t-leave/help-all-employees-bring-their-authentic-selves?autoplay=true&resume=false&u=50844473>
4. Cultivates trust and builds relationship with people and communities that experience marginalization in the larger systems, including different sexual orientations; gender identities and expressions; ability; and racial, ethnic, and cultural backgrounds
<https://www.linkedin.com/learning/creating-a-connection-culture/are-you-advocating-for-diversity-and-inclusion?autoplay=true&resume=false&u=50844473>

D. Respectful Communication

1. Recognizes and is willing to discuss the impact of inclusion as well as microaggressions, confirmation bias, and unconscious bias
<https://www.linkedin.com/learning/dealing-with-microaggression-as-an-employee/what-to-do-if-you-witness-microaggressions-against-others?autoSkip=true&autoplay=true&resume=false&u=50844473>
2. Challenges institutional policies and procedures that unintentionally support bias and oppression

<https://www.linkedin.com/learning/developing-a-diversity-inclusion-and-belonging-program/what-your-dibs-program-might-look-like?autoplay=true&resume=false&u=50844473>

3. Responds consistently in an appropriate and effective manner to challenge inequities and disrupt discriminatory or harassing behaviors and comments

<https://www.linkedin.com/learning/leading-your-org-on-a-journey-of-allyship/ally?autoSkip=true&autoplay=true&resume=false&u=50844473>

4. Effectively engages and supports colleagues in difficult conversations about values, identity, and self-image

<https://www.linkedin.com/learning/leadership-foundations-4/having-difficult-conversations?autoplay=true&u=50844473>

5. Creates or maintains, through collaboration with relevant community members, protocols to facilitate respectful cross-cultural communication and meaningful participation of diverse community members

<https://www.linkedin.com/learning/communication-within-teams/cross-cultural-communication-within-teams?u=50844473>

E. Compliance

1. Knows federal and state laws that support an inclusive workplace and prohibit discrimination and harassment and works to ensure that they are applied within the organization

<https://www.linkedin.com/learning/practicing-fairness-as-a-manager/laws-and-regulations?autoplay=true&u=50844473>

2. Knows institutional policies that support an inclusive workplace and prohibit discrimination and harassment and works to ensure that they are applied within the organization

<https://www.linkedin.com/learning/fair-and-effective-interviewing-for-diversity-and-inclusion/tips-for-fair-and-effective-interviewing?autoplay=true&resume=false&u=50844473>

3. Utilizes and recommends institutional resources that support and/or counsel people who may have experienced discrimination or harassment, or simply want more information

<https://www.linkedin.com/learning/preventing-harassment-in-the-workplace/the-manager-s-role-10015052?autoplay=true&resume=false&u=50844473>

4. Identifies and offers alternatives to policies, procedures, and practices (covert or overt) that unintentionally institutionalize oppression, disenfranchisement, or otherwise create barriers to full inclusion at JMU

<https://www.linkedin.com/learning/addressing-unconscious-bias-as-a-leader/practices-policies-and-procedures?autoplay=true&resume=false&u=50844473>

Customer Service

Customer Service workshops increase awareness and understanding of effective customer service practices.

A. Who and How You Serve

1. Knows who their customers are both internally and externally; understands their needs; and ensures they are appreciated and respected
<https://www.linkedin.com/learning/management-tips/how-to-show-respect?u=50844473>
2. Understands service being provided by the department and follows departmental policies and processes to provide service consistently and accurately
<https://www.linkedin.com/learning/human-resources-job-structure-and-design/job-enlargement?u=50844473>
3. Develops broad understanding of organizational services to effectively respond to customer needs that fall outside of the department's responsibilities
<https://www.linkedin.com/learning/project-management-foundations-schedules-2/organize-work?u=50844473>
4. Ensure customers needing service from other departments are referred in a way that results in the customer feeling well served and cared about
<https://www.linkedin.com/learning/customer-service-foundations-2018/create-a-customer-service-vision-2?u=50844473>

B. Attitude of Service (Service With A Smile)

1. Provides prompt and courteous service with a sincere attitude of giving
<https://www.linkedin.com/learning/customer-service-serving-internal-customers/anchor-your-workplace-attitude?u=50844473>
2. Pursues work with energy, persistence, and a drive for customer satisfaction
<https://www.linkedin.com/learning/productivity-prioritizing-at-work/work-your-priorities-by-energy-level?u=50844473>
3. Expresses pride in work done for the organization and takes time to celebrate a job well done
<https://www.linkedin.com/learning/teamwork-foundations-2020/deliver-more-than-your-share?u=50844473>
4. Looks upon difficult tasks as opportunities or challenges to overcome and reacts constructively to problems or challenges when they arise
<https://www.linkedin.com/learning/human-resources-job-structure-and-design/overcoming-challenges?resume=false&u=50844473>
5. Creates a positive work environment and leads by example
<https://www.linkedin.com/learning/staying-positive-in-the-face-of-negativity/choosing-to-stay-positive?u=50844473>

C. Overcoming Obstacles

1. Demonstrates an ability to solve customer problems by listening carefully, identifying possible solutions, and taking actions to meet or exceed customer needs
<https://www.linkedin.com/learning/customer-service-foundations-2018/keep-your-customers-happy?u=50844473>
2. Identifies value-added solutions and anticipates potential obstacles and finds creative ways to overcome them
<https://www.linkedin.com/learning/teamwork-foundations-2020/maintain-a-positive-attitude?u=50844473>
3. While resolving issues, keeps customers informed on resolution progress and makesure the customer feels valued and understood
<https://www.linkedin.com/learning/lessons-from-data-scientists/overcoming-obstacles?u=50844473>

D. Continuous Improvement of Customer Service

1. Regularly seeks feedback from customers and adjusts services accordingly
<https://www.linkedin.com/learning/staying-positive-in-the-face-of-negativity/how-to-stay-positive-by-keeping-perspective?u=50844473>
2. Works to maintain an attitude of service, adapting behaviors to enhance customer experiences
<https://www.linkedin.com/learning/planning-a-career-in-user-experience/customer-experience-cx-14236383?u=50844473>
3. Looks for internal and external trends that are likely to shape the wants and needs ofcustomers in the future
<https://www.linkedin.com/learning/customer-service-foundations-2018/determine-the-value-of-outstanding-customer-service-2?u=50844473>
4. Considers the impact on customers when taking action, setting policies, or carrying out job tasks
<https://www.linkedin.com/learning/developing-business-acumen/understand-research-and-development?u=50844473>

Supervision/Management

Supervision/Management workshops provide best practices for: 1) turning individual talent into performance; 2) managing for results that support the university and departmental mission, vision, and values in a timely and efficient manner.

A. People Management and Emotional Intelligence

1. Models excellence in words, actions, and attitudes at all times, recognizing their responsibility to influence others positively
<https://www.linkedin.com/learning/management-foundations-2019/the-manager-s-role-on-teams?u=50844473>
2. Shows emotional intelligence in guiding others while holding them accountable for results with timely and appropriate feedback on tasks and behaviors to improve individual and group success
<https://www.linkedin.com/learning/improving-employee-performance/increasing-strategic-thinking?u=50844473>
3. Provides frequent feedback and uses the performance evaluation process appropriately to manage performance and encourage professional growth of the employees
<https://www.linkedin.com/learning/communication-tips/giving-feedback?u=50844473>
4. Recognizes the impact of conflict on individuals, teams, and the organization; intervenes to minimize impact of conflict and achieve a positive resolution
<https://www.linkedin.com/learning/improving-employee-performance/managing-the-poor-performer?u=50844473>

B. Establishes and Maintains Positive Communication

1. Models information sharing that respects differences, ensures confidentiality, and encourages rather than discourages others
<https://www.linkedin.com/learning/improving-your-leadership-communications/dispatching-information?u=50844473>
2. Provides constructive guidance that regularly notices and celebrates good work; privately addresses poor work
<https://www.linkedin.com/learning/management-foundations-2019/effective-communication-is-key-to-your-success-as-a-manager?u=50844473>
3. Is open in communications and approachable for questions to increase understanding, belonging, and transparency
<https://www.linkedin.com/learning/audit-and-due-diligence-priorities-and-best-practices/open-communication?u=50844473>

C. Ensures work is accomplished

1. Knows policies, responsibilities, and procedures for their area of supervision
<https://www.linkedin.com/learning/creating-a-security-awareness-program/understanding-company-policies?u=50844473>
2. Creates, sets, and implements specific and measurable goals and manages resources (time/people/money/other) to ensure results and meet deadlines
<https://www.linkedin.com/learning/building-high-performance-teams/setting-goals-2?u=50844473>

3. Fosters motivation, encourages sharing of diverse experiences and perspectives, and cultivates a strong work ethic that results in productivity, collaborative relationships, and efficiency

<https://www.linkedin.com/learning/improving-employee-performance/motivating-and-engaging-employees?u=50844473>

4. Guides the team toward making effective decisions and overcoming obstacles to reach goals

<https://www.linkedin.com/learning/building-high-performance-teams/resolving-conflict-2?u=50844473>

D. Empowers Individuals and the Team Through Delegation, Support, and Resources

1. Delegates the right task to the right person to grow individual skills and enhance the cross-functional abilities of the team

<https://www.linkedin.com/learning/holding-your-team-accountable/delegating-team-tasks?u=50844473>

2. Recognizes individual and group successes regularly and with intent to foster excellence

<https://www.linkedin.com/learning/holding-your-team-accountable/tracking-team-performance?u=50844473>

3. Exhibits flexibility with different approaches to getting things done and empowers others to take ownership of how job outcomes are achieved

<https://www.linkedin.com/learning/building-high-performance-teams/empowering-people-3?u=50844473>

E. Going the Extra Mile

1. Does what needs to be done, regardless of the type of work

<https://www.linkedin.com/learning/teamwork-foundations-2020/go-the-extra-mile?u=50844473>

2. Understands personal limits and stays aware of self to minimize being overwhelmed

<https://www.linkedin.com/learning/audit-and-due-diligence-priorities-and-best-practices/knowning-your-limits?u=50844473>

3. Utilizes tools to track goals, objectives, and tasks to achieve organizational projects on time and within budget

<https://www.linkedin.com/learning/developing-investment-acumen/track-progress-vs-goals?u=50844473>

4. Takes on extra duties and responsibilities to ensure that work gets done

<https://www.linkedin.com/learning/teamwork-foundations-2020/deliver-more-than-your-share?u=50844473>

5. Encourages and supports others in taking on extra duties and responsibilities

<https://www.linkedin.com/learning/improving-employee-performance/coaching?u=50844473>

Team Building

Team Building workshops are designed for individuals, teams, and departments that would like to increase awareness and understanding of team dynamics and how to work effectively together.

A. We Know Ourselves and Our Role

1. Knows own strengths and weaknesses, understands impact of own actions on others, requests help when needed, and expresses opinions appropriately
<https://www.linkedin.com/learning/discovering-your-strengths-2018/self-assessing-your-strengths?u=50844473>
2. Understands the impact of their role, individual tasks, and influence on team; keeps others informed of things that may impact them
<https://www.linkedin.com/learning/jodi-glickman-on-make-em-love-you-at-work/understand-your-power?u=50844473>
3. Takes initiative, uses creativity, and acts flexibly in order to enhance team functioning
<https://www.linkedin.com/learning/unlock-your-team-s-creativity/why-creativity-is-essential-and-accessible?u=50844473>
4. Seeks opportunities to assist team members and is willing to work beyond routine expectations
<https://www.linkedin.com/learning/administrative-professional-foundations/how-to-work-on-a-team?u=50844473>

B. We Value Others and Different Ways of Working

1. Treats everyone with respect, regardless of work style or ability, and uses awareness of strengths and limitations of others to enhance team performance; assumes positive intent by others
<https://www.linkedin.com/learning/navigating-complexity-in-your-organization/treat-your-coworkers-with-respect?u=50844473>
2. Values that people are in different places on their professional development journey and uses that understanding to improve team results
<https://www.linkedin.com/learning/strategies-for-effective-leadership-teams/team-building-for-leaders?u=50844473>
3. Understands what does and doesn't motivate others and, when needed, adapts own behavior to enhance the team's momentum
<https://www.linkedin.com/learning/management-tips/how-to-show-respect?u=50844473>
4. Models respect, inclusion, and a positive attitude in the face of different perspectives, extending grace to others to increase understanding of differing viewpoints
<https://www.linkedin.com/learning/strategies-to-improve-self->

[awareness/gratitude-is-attitude?u=50844473](https://www.linkedin.com/learning/building-trust-6/being-open-and-honest?u=50844473)

5. Remains open, honest, authentic and solution-focused, even in stressful situations
<https://www.linkedin.com/learning/building-trust-6/being-open-and-honest?u=50844473>

C. We Bring Our Best Self and Bring Out the Best in Others

1. Demonstrates reliability, honesty, credibility, and trustworthiness; communicates assertively
<https://www.linkedin.com/learning/managing-up-down-and-across-the-organization/establishing-credibility?u=50844473>
2. Promotes cooperation and open exchange of ideas with flexibility for opposing ideas, viewpoints and opinions
<https://www.linkedin.com/learning/creating-winning-teams/taking-your-team-to-the-next-level?u=50844473>
3. Understands priorities of the group and works effectively with others setting personal goals based on group needs, priorities and available resources; accepts group consensus regardless of personal preference
<https://www.linkedin.com/learning/project-management-foundations-small-projects-2/assign-resources-to-tasks?u=50844473>
4. Performs tasks with quality and in a timely manner, even under pressure, adapting to changes in process or timeline as needed
<https://www.linkedin.com/learning/proven-tips-for-managing-your-time/the-role-of-time-management?u=50844473>
5. Understands actions needed to move forward; supports compromises and changes to remove obstacles that inhibit change
<https://www.linkedin.com/learning/lessons-from-data-scientists/overcoming-obstacles?u=50844473>
6. Offers to help other team members learn new things, especially when they are having difficulty; follows through on promises
<https://www.linkedin.com/learning/career-clinic-developer-insights/learning-and-obtaining-new-skills-2?u=50844473>

Leadership

Leadership workshops are designed for individuals who want to increase awareness and understanding of leadership best practices. Leadership includes influence, vision, direction, action, leading ethically, and increasing organizational effectiveness.

A. Visioning/Crafting Culture

1. Creates a vision for the present and the future for those being led including clear goals and objectives
<https://www.linkedin.com/learning/inspirational-leadership-skills-practical-motivational-leadership/creating-a-vision?u=50844473>
2. Communicates the vision to others in the organization; seeks buy-in of stakeholders and customers
<https://www.linkedin.com/learning/aligning-customer-experience-with-company-culture/how-to-craft-your-customer-experience-vision?u=50844473>
3. Manages change by developing, coordinating, and influencing the activity of others
<https://www.linkedin.com/learning/creating-your-personal-brand/building-influence-2?u=50844473>
4. Shows interest and enthusiasm for group/team/department/organization goals
<https://www.linkedin.com/learning/using-emotions-to-leverage-and-accelerate-change-a-guide-for-leaders/change-enthusiasm-a-growth-mindset?u=50844473>
5. Makes time to think beyond defined roles, goals, and objectives to identify ways to improve performance, innovate, and increase the potential of the organization
<https://www.linkedin.com/learning/human-resources-building-a-performance-management-system/organizational-values-vision-and-mission?u=50844473>

B. Serves as a Role Model

1. Leads by example in action, words, integrity, and ethics with a strong service orientation
<https://www.linkedin.com/learning/leading-yourself-2017/leading-by-example?u=50844473>
2. Builds trust by being credible within and outside of their group; practices cooperation in achieving larger organizational objectives
<https://www.linkedin.com/learning/make-the-move-from-individual-contributor-to-manager/adopting-a-manager-s-perspective?u=50844473>
3. Values differences and practices inclusion; sees own and others' mistakes as opportunities for improvement
<https://www.linkedin.com/learning/be-the-manager-people-won-t-leave/be-relentlessly-inclusive?u=50844473>
4. Demonstrates integrity in the face of adversity and encourages it in others

<https://www.linkedin.com/learning/be-the-manager-people-won-t-leave/be-an-example-of-integrity?u=50844473>

5. Understands and is highly engaged in support of the JMU mission, vision, and values

<https://www.linkedin.com/learning/become-an-entrepreneur-inside-a-company/gaining-support-from-leadership?autoAdvance=true&autoSkip=false&autoplay=true&resume=false&u=50844473>

C. Manages for Success

1. Aligns roles, teams, projects, and goals with organizational mission, vision and values; rewards behaviors that contribute to success

<https://www.linkedin.com/learning/success-habits/why-goal-setting-works?autoAdvance=true&autoSkip=false&autoplay=true&resume=false&u=50844473>

2. Takes initiative and works to identify and remove barriers to achieving mission and vision, and living organizational values

<https://www.linkedin.com/learning/leading-change-2018/your-inclusive-plan-for-change?u=50844473>

3. Uses knowledge of the organization and relationships to solve problems and achieve results

4. Regularly reviews and improves work process/methods

<https://www.linkedin.com/learning/job-skills-supply-chain-and-operations/improving-a-process?autoAdvance=true&autoSkip=false&autoplay=true&resume=true&u=50844473>

5. Seeks innovation, continued learning, and out of the box thinking to prevent status quo mentality; uses knowledge of emerging trends and external forces to set direction

<https://www.linkedin.com/learning/enhancing-team-innovation/creativity-innovation-and-performance?u=50844473>

D. Increases Teamwork (Advanced Teamwork)

1. Challenges team when work does not meet quality standards

<https://www.linkedin.com/learning/strategic-focus-for-managers/challenging-team-members?u=50844473>

2. Predicts how new events or situations will affect individuals and groups and uses this knowledge to make group processes more effective

<https://www.linkedin.com/learning/managing-a-cross-functional-team/challenges-of-building-the-team?u=50844473>

E. Makes Sure the Work Gets Done

1. Shows ability to plan, coordinate, and execute tasks efficiently; adapts tasks and processes to improve performance and achieve goals
<https://www.linkedin.com/learning/delegating-tasks/delegating-tasks-to-your-direct-reports?autoAdvance=true&autoSkip=false&autoplay=true&resume=true&u=50844473>
2. Defines customized processes to accomplish strategic outcomes
<https://www.linkedin.com/learning/how-to-overcome-a-sales-slump/set-goals?autoAdvance=true&autoSkip=false&autoplay=true&resume=true&u=50844473>
3. Delegates work, authority, and responsibility in an efficient and fair manner; holds self and others accountable for delegated items
<https://www.linkedin.com/learning/make-the-move-from-individual-contributor-to-manager/delegating-work-effectively?u=50844473>
4. Provides direction and support to team members, improves processes, and develops people by assigning challenging work that is monitored for results
<https://www.linkedin.com/learning/human-resources-building-a-performance-management-system/model-of-the-performance-management-process?u=50844473>
5. Identifies, plans, and leads effective and meaningful meetings with clearly stated purpose, ground rules, agendas, recordkeeping, and inclusion of affected individuals
<https://www.linkedin.com/learning/leadership-skills-for-the-future/leading-vs-managing?u=50844473>
6. Identifies potential issues and ways to address them, addresses disruptive behavior, and develops strategies for reaching buy-in for change
<https://www.linkedin.com/learning/icebreakers-for-teams-meetings-and-groups/addressing-and-resolving-conflict?autoAdvance=true&autoSkip=false&autoplay=true&resume=false&u=50844473>

F. Knowledgeable About Leadership

1. Demonstrates understanding of leadership related terminology, principles, policies, and procedures
<https://www.linkedin.com/learning/overcoming-obstacles-and-building-team-resilience/the-six-styles-of-leadership?autoAdvance=true&autoSkip=false&autoplay=true&resume=true&u=50844473>
2. Keeps informed about current developments in leadership within and outside of the organization

<https://www.linkedin.com/learning/body-language-for-leaders-2/establishing-a-leadership-presence?autoAdvance=true&autoSkip=false&autoplay=true&resume=false&u=50844473>

3. Consistently interprets and applies established policies and procedures; modifies, updates, and communicates them to others

<https://www.linkedin.com/learning/conflict-resolution-for-beginners/four-steps-for-resolving-conflict-8339232?autoAdvance=true&autoSkip=false&autoplay=true&resume=false&u=50844473>

G. Networking

1. Understands own role and impact of role on organization; seeks feedback to improve performance

<https://www.linkedin.com/learning/demonstrating-accountability-as-a-leader/leadership-accountability-provide-feedback?u=50844473>

2. Represents own area in a positive way to other areas; encourages cross-training to share knowledge and skills

<https://www.linkedin.com/learning/managing-a-cross-functional-team/resolving-conflict?autoAdvance=true&autoSkip=false&autoplay=true&resume=false&u=50844473>

3. Builds and maintains positive working relationships internally and externally with an understanding of group and hierarchical dynamics

<https://www.linkedin.com/learning/customer-service-serving-internal-customers/develop-strong-workplace-relationships?u=50844473>

4. Develops understanding of other departments' people and services in order to problem solve efficiently with a win/win result

<https://www.linkedin.com/learning/building-business-relationships-2/cross-departmental-collaboration?autoAdvance=true&autoSkip=false&autoplay=true&resume=true&u=50844473>

5. Supports cross-departmental problem solving

<https://www.linkedin.com/learning/managing-a-cross-functional-team/what-is-a-cross-functional-team?autoAdvance=true&autoSkip=false&autoplay=true&resume=false&u=50844473>

H. Committed to Self-Development

1. Freely shares and accepts information, feedback and knowledge

<https://www.linkedin.com/learning/using-feedback-to-drive-performance/everything-is-feedback?u=50844473>

2. Shows commitment to learning and self-development

<https://www.linkedin.com/learning/overcoming-obstacles-and-building-team-resilience/the-four-ps-of-commitment?u=50844473>

3. Creates a culture of continuous learning, information sharing, and professional development

<https://www.linkedin.com/learning/building-a-coaching-culture-improving-performance-through-timely-feedback/continuous-learning?autoAdvance=true&autoSkip=false&autoplay=true&resume=false&u=50844473>

Work/Life Wellness

Work/Life Wellness workshops increase awareness and provide strategies for personal growth in physical, emotional, intellectual, spiritual, social, financial, career, and environmental wellness.

A. Wellness Awareness

1. Knows the eight areas of personal wellness (physical, emotional, intellectual, spiritual, social, financial, career, and environmental)
<https://www.linkedin.com/learning/how-to-create-a-life-of-meaning-and-purpose/how-to-be-the-highest-expression-of-yourself?u=50844473>
2. Understands the impact of personal wellness on work life
<https://www.linkedin.com/learning/thriving-work-leveraging-the-connection-between-well-being-and-productivity/the-story-of-thrive-global?u=50844473>
3. Monitors self for all areas of wellness
<https://www.linkedin.com/learning/leading-with-emotional-intelligence-3/self-care-and-support?u=50844473>

B. Application of Wellness Theory

1. Proactively develops skills and strategies to increase wellness according to personal needs
<https://www.linkedin.com/learning/how-to-train-your-brain-for-happiness/the-pursuit-of-happiness?u=50844473>
2. Knows how personality, motivation, and personal actions impact work/life wellness both during normal and during stressful situations
<https://www.linkedin.com/learning/leading-with-emotional-intelligence-3/getting-to-know-yourself?u=50844473>
3. Understands the impact of personality and behaviors on others; uses this knowledge to improve relationships
<https://www.linkedin.com/learning/habits-for-becoming-your-most-effective-self/building-positive-relations?u=50844473>
4. Remains aware of workload and makes appropriate adjustments to complete tasks, meet deadlines, and achieve organizational goals
<https://www.linkedin.com/learning/creating-flow/designing-your-workdays?u=50844473>
5. Takes steps to establish and maintain an environment conducive to wellness practices
<https://www.linkedin.com/learning/staying-positive-in-the-face-of-negativity/how-to-stay-positive-by-keeping-perspective?u=50844473>

C. Managing Stress and Responding to Change

1. Recognizes personal stressors, emotional triggers, and patterns of behavior; uses strategies to disengage and manage their composure
<https://www.linkedin.com/learning/leading-with-emotional-intelligence-3/understanding-triggers?u=50844473>
2. Learns and applies practices that develop personal resiliency, including the creation of a personal support network, engaging in renewal activities, and scheduling time away from work
<https://www.linkedin.com/learning/reduce-stress-and-anxiety-by-managing-your-nervous-system/activity-resilience-resources?u=50844473>
3. Actively contributes to a culture of respect and work/life wellness for self and others (continuously looking to improve self-image through behaviors not intentions)
<https://www.linkedin.com/learning/subtle-shifts-in-thinking-for-tremendous-resilience/feel-great-by-reframing-your-perspective?u=50844473>
4. Is aware of and accesses resources to alert others and take action in potentially difficult situations (e.g. libraries, counseling centers)
<https://www.linkedin.com/learning/values-and-ethics-case-studies-in-action/safety-vs-respecting-individuals?u=50844473>
5. Says 'no' appropriately as needed to ensure shared understanding of priorities and expectations
<https://www.linkedin.com/learning/thriving-work-leveraging-the-connection-between-well-being-and-productivity/known-when-to-say-no?u=50844473>
6. Understands responsibilities and boundaries of primary position and takes on additional JMU commitments with awareness of possible impacts to primary responsibilities
<https://www.linkedin.com/learning/holding-yourself-accountable/set-expectations-about-what-you-can-deliver?u=50844473>