

UVA Competency	Definition	Category	UVA Development Opportunities	SkillSoft Classes	SkillSoft SkillBriefs/Job Aids	Recommended Reading
Ability to Conceptualize	Mentally assembles diverse pieces of information and grasps their significance as a coherent, meaningful whole.	General	<ul style="list-style-type: none"> Powerful Listening for Leaders Smart Risk Taking 	<ul style="list-style-type: none"> Sustaining Competitive Advantage Planning and Implementing a Business Strategy Emotionally Intelligent Leadership The Fundamentals of Effective Thinking Problem Framing Crafting Deals Mastering Negotiation Success Over Stress Challenges of the 21st Century Organizational Culture and Leadership Dynamics of Leadership Analyzing Workplace War Zones Quality Systems, Models, and Theories 		<ul style="list-style-type: none"> Adler, Nancy J. and Dafna, Izraeli. Competitive Frontiers: Women Managers in a Global Economy. Cambridge, Massachusetts: Blackwell Publishers, 1994 McRea, Hamish. The World in 2020. Boston: Harvard Business School Press, 1995
Accountable for Results	Takes responsibility for accomplishing goals and achieving quality results. Follows through on commitments; is always there in the clutch.	Key	<ul style="list-style-type: none"> What It Takes to Succeed: The Basic Principles Records Management Series Leadership Strategies (multiple day program) Going Paperless? Planning a Digital Imaging Project 	<ul style="list-style-type: none"> Managing from Within: Self-empowerment Getting Results by Building Relationships Results and Teamwork without Authority Leading without Authority Creating Change, Gaining Allies Communicating to Get Results Obtaining Results from the Boss Continual Quality Improvement The Customer's Voice Implementing Improvements Effective Interfunctional Relationships Coaching Performance Continual Quality Improvement A Primer for Ensuring Accountability 	<ul style="list-style-type: none"> Be Aware of Your Fears Navigating the Change Curve Recognizing Types of Change Assessing Your Transferable Skills Behaviors that Demonstrate Self-motivation Knowing about Learning Styles A Relaxation Technique Language and Communication Style Verbal and Nonverbal Signals 	<ul style="list-style-type: none"> Bandrowski, James F. Corporate Imagination Plus - Five Steps to Translating Innovative Strategies Into Action. New York: MacMillan, Inc., 1990 Block, Peter. The Answer to How is Yes: Acting on What Matters. San Francisco: Berrett-Koehler Publishers, 2001 Collins, James C. Turning Goals Into Results: The Power of Catalytic Mechanisms. Watertown, MA; Harvard Business School Press, 2002 Conger, Jay A.; Spreitzer, Gretchen M.; and Lawler, Edward E. The Leaders Change Handbook: An Essential Guide for Setting Direction and Taking Action. San Francisco, CA: Jossey-Bass, 1999 Covey, Steven R. Principle-Centered Leadership. New York: Summit Books, 1991 Covey, Steven R. The Seven Habits of Highly Effective People. New York: Simon and Schuster, 1989 Bossidy, Larry; Charan, Pam; and Burck, Charles. Execution: The Discipline of Getting Things Done. New York: Crown Business Publishing, 2002 Balanced Decision-Making
Adaptability	Effectively adjusts to changes in work processes and environment and alters behavior to align with evolving situations. Openly receives new ideas and accepts other perspectives.	General	<ul style="list-style-type: none"> Leadership Strategies (multiple day program) Managing Across Generations Essential Work Skills Crucial Conversations Helping The Troubled Employee Positive Responses to Change What's Next after Age 50: RE-tirement or PRO-tirement? Making the Management Transition & Supervisory Leadership 	<ul style="list-style-type: none"> Views on Organizational Change Preparing for Change Communication during Organizational Change Handling Organizational Change Simulation 	<ul style="list-style-type: none"> Be Aware of Your Fears Navigating the Change Curve Recognizing Types of Change Assessing Your Transferable Skills Behaviors that Demonstrate Self-motivation Knowing about Learning Styles A Relaxation Technique Language and Communication Style Verbal and Nonverbal Signals 	<ul style="list-style-type: none"> Black, J. Stewart and Gregersen, Hal B. Leading Strategic Change: Breaking Through the Brain Barrier. Upper Saddle River, New Jersey: Financial Times/Prentice Hall, 2002 Cudney, Milton R. and Hardy, Robert E., Self-Defeating Behaviors. San Francisco: Harper Press, 1991 Eliot, Robert S., MD. A Change of Heart: Converting Your Stresses into Strengths. New York: Bint Books, 1994
Balanced Decision-making	Makes effective decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure; uses a mixture of analysis, wisdom, experience, and judgment.	Key	<ul style="list-style-type: none"> Leadership Strategies (multiple day program) Positive Responses to Change Budgeting Basics Staffing, Recruiting & Hiring & Launching the New Employee Prioritizing Life and Work Understanding Long Term Care Insurance Smart Risk Taking What's Next after Age 50: RE-tirement or PRO-tirement? Hoos Managing the UVA Way 	<ul style="list-style-type: none"> The Fundamentals of Effective Thinking Problem Framing Problem Solving: Generating Alternatives Making Decisions Dynamically Decision Making: Implementation and Evaluation Group Problem Solving and Decision Making Effective Thinking and Creative Problem Solving Simulation Rational Decision-making and Problem Solving Simulation Making Decisions Ethically The Role of Critical Thinking in Organizations Developing Fundamental Critical Thinking Skills Critical Thinking Skills for Managing Organizational Scope of Critical Thinking Critical Thinking Strategies Simulation Risk Basics 		<ul style="list-style-type: none"> Badaracco Jr., Joseph L. Leading Quietly. Watertown, MA: Harvard Business School Press, 2002 Bazerman, Max H. Judgment in Managerial Decision-making. New York: John Wiley and Sons, 2002 Bernstein, Peter L. Against the Gods: The Remarkable Story of Risk. New York: John Wiley, 1996 Dawson, Roger. The Confident Decision-maker. New York: William Morrow and Company, 1993 Driver, Michael J.; Hunsaker, Philip; and Brousseau, Kenneth R. The Dynamic Decision-maker. New York: Harper and Roe, 1998 Drummond, Helga. The Art of Decision-making. New York: John Wiley and Sons, 2001 Hammond, John S.; Keeney, Ralph L.; and Raiffer,

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				<ul style="list-style-type: none"> Approaches to Risk Management Decisions and Risk Strategic Planning and Risk Management Risk Strategies: The Cutting Edge Working without a Net: Decisions Simulation 		<p>Howard. Smart Choices. Boston: Harvard University Press, 1999</p> <ul style="list-style-type: none"> Heirs, Ben and Farrell, Peter. The Professional Decision Thinker. New York: Dodd and Meade and Company, Inc., 1987 Hoch, Steven J. and Kunreuther, Howard C. Wharton on Making Decisions. New York: John Wiley and Sons, 2001
Builds Partnerships	Invests in the development of strategic internal and external partnerships; uses collaboration and reciprocity to facilitate productive agreements and foster goodwill.	General	<ul style="list-style-type: none"> Leadership Strategies (multiple day program) The Art & Science of Donor Development Follow-up Lunch Discussions Managing Across Generations Crucial Conversations Helping The Troubled Employee Exceptional Assistant Network Conference The Exceptional Assistants' Network Leaders Program (multiple day program) A Musical Study of Leadership, Power and Partnership Growing Inner Intelligence for Leadership Excellence (multiple day program) Team Building Key Human Resource: Responsibilities, Practices, and Resources Unique Tools and Techniques for the Middle Manager Organizations: Leading Through Partnership, Power and Systems Leading Meetings That Build Commitment 	<ul style="list-style-type: none"> Getting Results by Building Relationships Results and Teamwork without Authority Creating Change, Gaining Allies Communicating to Get Results Effective Interfunctional Relationships Effective Relationships with Customers Effective Relationships with Business Partners Building Improved Work Relationships Simulation Remote Employee Practices - Working as a Telecommuting Employee 		<ul style="list-style-type: none"> Allen, Janice and McCarthy, Michael. You Made My Day: Creating Co-Worker Recognition and Relationships. New York: Lebar-Friedman Books, 2000 Downse, Eileen. The Naked Manager: How to Build Open Relationships at Work. Greensboro, North Carolina: Oakhill Press, 1998 Giovagnoli, Melissa and Carter-Miller, Jocelyn. Networkling: Building Relationships and Opportunities for Success. San Francisco: Jossey-Bass, 2000 Greenhalgh, Leonard. Managing Strategic Relationships: The Key to Business Success. New York: The Free Press, 2001 Buckingham, Richard A. Customer One, Client Forever: Twelve Tools for Building Lifetime Business Relationships. New York: Kiplinger Books, 2001 Johnson, Michael D. and Gustafsson, Anders. Improving Customer Satisfaction, Loyalty and Profit. New York: Jossey-Bass, Inc., 2000 Ross, Alan M. Beyond World Class: Building Character, Relationships and Profits. Chicago: Dearborn Trade Publishing, 2002
Communicates Effectively	Clearly conveys information and ideas to individuals and groups through a variety of communications modes, including formal presentations. Practices attentive and active listening; synthesizes information from multiple resources and incorporates it into current discussion content.	General	<ul style="list-style-type: none"> Leadership Strategies (multiple day program) The Art & Science of Donor Development Follow-up Lunch Discussions Managing Across Generations Crucial Conversations Helping The Troubled Employee Exceptional Assistant Network Conference The Exceptional Assistants' Network Leaders Program (multiple day program) A Musical Study of Leadership, Power and Partnership Growing Inner Intelligence for Leadership Excellence (multiple day program) Team Building Key Human Resource: Responsibilities, Practices, and Resources Unique Tools and Techniques for the Middle Manager Powerful Listening for Leaders Email Management Power of Feedback: Managing Performance at UVA. Leading Effective Meetings Staffing, Recruiting & Hiring & Launching the New Employee The Communication Challenge Understanding When and How to Use E-mail Effectively Honing Your Writing Skills 	<ul style="list-style-type: none"> Interpersonal Communications: The Process The Mechanics of Communicating Effectively Workplace Communication Skills Communicating for Results Leadership Communication Skills Communicating for Contacts Asserting Yourself Professionally Assertiveness from Inside to Outside Communicating Assertively Simulation Defining Emotional Intelligence Writing with Intention Avoiding Errors in Usage and Punctuation Avoiding Grammatical Errors in Business Writing Crisp Composition Writing to Reach the Audience Getting the Most from Business Documents The Writing Process Communication Business Etiquette Avoiding Errors in Usage and Punctuation Communication Skills to Fast-track Your Career Leadership Communication Skills 		<ul style="list-style-type: none"> Bailey, Edward P. Jr. Writing and Speaking at Work. Upper Saddle River, NJ: Prentice Hall, 2001 Beschler, Curt, and Weaver, Richard L., II. Listen to Win. New York: Master Media Ltd., 1994 Booher, Dianna. E. Writing: 21st Century Tools for Effective Communications. Los Angeles, CA: Pocket Books, 2001 Buchan, Vivian. Making Presentations with Confidence. New York: Barron's, 1991 Elgin, Suzette Haden. Business-Speak: Using the Gentle Art of Verbal Persuasion to Get What You Want at Work. New York: McGraw-Hill, 1995 Gudykunst, William B. Bridging Differences: Effective Intergroup Communication. Newbury Park, CA: Sage Publications, 1994 Gunning, Robert and Kallan, Richard A. How to Take the Fog Out of Business Writing. Chicago: The Dartnell Corp., 1994 McCormack, Mark H. On Communicating. Los Angeles: Dove Books, 1998 Snyder, Elayne. Persuasive Business Speaking. New York: AMACOM, 1990 Zeuschner, Raymond F. Communicating Today: The Essentials. Boston: Allyn & Bacon, 2002
Creativity and Innovation	Uses the imagination to create something new or	General	<ul style="list-style-type: none"> A Musical Study of Leadership, Power and Partnership 	<ul style="list-style-type: none"> Generating Creative and Innovative Ideas Evaluating Creative and Innovative Ideas 		<ul style="list-style-type: none"> Ackoff, Russell Lincoln. The Art of Problem Solving: Accompanied by Ackoff's Fables. New York: Wiley,

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	different, such as work products, inventions, works of art, or performances. Identifies new and different approaches or solutions to situations, problems and opportunities.		<ul style="list-style-type: none"> What's Next after Age 50: RE-tirement or PRO-tirement? 	<ul style="list-style-type: none"> Implementing Creative and Innovative Ideas Creativity and Innovation in the Workplace Simulation The Imperatives of Innovation and Leadership in Strategy Sustaining Competitive Advantage The Imperatives of Innovation and Leadership in Strategy Planning and Implementing a Business Strategy The Fundamentals of Effective Thinking Problem Framing Problem Solving: Generating Alternatives Making Decisions Dynamically Decision Making: Implementation and Evaluation Group Problem Solving and Decision Making Effective Thinking and Creative Problem Solving Simulation 		<p>1978</p> <ul style="list-style-type: none"> Birch, Paul and Clegg, Brian. Imagination Engineering - A Tool Kit for Business Creativity. London: Pittman Publishing, 1996 Butler, Ava S. Team Think. New York: McGraw-Hill, Inc., 1996 DeBono, Edward. Lateral Thinking: Creativity Step by Step. New York: Harper and Rowe, 1970, 1973 DeBono, Edward. Serious Creativity: Using the Power of Lateral Thinking to Create New Ideas. New York: HarperBusiness, 1992 Fahden, Allen. Innovation on Demand. Minneapolis: The Illiterati, 1993 Firesteine, Roger L. Ph.D. Leading on the Creative Edge: Gaining Competitive Advantage Through the Power of Creative Problem-Solving. Colorado Springs, Colorado: Pinon Press, 1996 Harvard School Press. Managing Creativity and Innovation. (Harvard Business Essentials: Harvard Business School Press, 2003 Johnston, Rob and Hesselbein, Frances. On Creativity, Innovation and Renewal: A Leader to Leader Guide. New York: Jossey-Bass, 2002 Miller, William C. Flash of Brilliance. Redding, Massachusetts: Perseus Books Group, 1999 Miller, William C. The Creative Edge. Redding, Massachusetts, Addison-Wesley, 1990 Morgan, Gareth. The Art of Creative Management. Thousand Oaks, California: Sage Publications, 1993 Swieringa, Joop and Wierdsma, Andre. Becoming a Learning Organization. Redding, Massachusetts, Addison-Wesley, 1993 VonOech, Roger. Expect the Unexpected or You Won't Find It: A Creativity Tool Based on the Ancient Wisdom of Heraclitus. San Francisco: Berrett-Koehler Publishers, 2002
Critical Thinking	Practices objective rather than subjective modes of reasoning and action. Maintains perspective when assessing qualitative and quantitative information. Appropriately challenges and questions common beliefs.	General	<ul style="list-style-type: none"> What's Next after Age 50: RE-tirement or PRO-tirement? What It Takes to Succeed: The Basic Principles 	<ul style="list-style-type: none"> The Fundamentals of Effective Thinking The Role of Critical Thinking in Organizations Developing Fundamental Critical Thinking Skills Strategies for Facilitating Critical Thinking Critical Thinking Skills for Managing Organizational Scope of Critical Thinking Critical Thinking Strategies Simulation The Fundamentals of Effective Thinking Problem Framing Problem Solving: Generating Alternatives Making Decisions Dynamically Decision Making: Implementation and Evaluation Group Problem Solving and Decision Making Effective Thinking and Creative Problem Solving Simulation Rational Decision-making and Problem Solving Simulation Defining Emotional Intelligence Emotional Intelligence in the Workplace Emotional Intelligence and Teamwork Increasing Emotional Intelligence Emotionally Intelligent Leadership Emotional Intelligence at Work Simulation 		<ul style="list-style-type: none"> Sofo, Francesco. Six Myths of Critical Thinking. Business and Professional Publishing, 2003 Hoch, Stephen J.; Kunreuther, Howard and Gunther, Robert. Wharton on Decision-Making. New York: John Wiley & Sons, 2001 Hoening, Christopher W. The Problem Solving Journey: Your Guide for Making Decisions and Getting Results. Cambridge, MA: Perseus Publishing, 2000 Quinlin-Hall, Daniel and Renner, Peter. In Search of Solutions - 60 Ways to Guide Your Problem-Solving Group. Vancouver: Training Associates, 1990 Zeitz, Paul. The Art and Craft of Problem Solving. USA: Wiley Text Books, 1999
Delegates-Shares Responsibility	Appropriately allocates decision-making authority and/or task responsibility	General	<ul style="list-style-type: none"> A Musical Study of Leadership, Power and Partnership Supervisory Essentials 	<ul style="list-style-type: none"> The Basics of Delegation Delegation: the Personal Approach Managing Delegation 	<ul style="list-style-type: none"> Determining Your Best Delegating Style Maximizing Your Delegating Effectiveness Confidence: The Key to an Employee's Potential 	<ul style="list-style-type: none"> Nelson, Robert B. Delegation. Glenview, IL: Scott Foresman and Co., 1988 Nelson, Robert B. Empowering Employees Through

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	to others; maximizes the use of individual resources to increase organizational effectiveness.		<ul style="list-style-type: none"> Managing @ UVA Series Hoos Managing the UVA Way 	<ul style="list-style-type: none"> Delegating Effectively Simulation A Primer for Ensuring Accountability 	<ul style="list-style-type: none"> Motivating the Employee Problem Solving Recognizing the Signs of a Failing Delegation Taking Corrective Action Why Employees Resist Delegation Workplace Personalities: Attitude is Everything Degrees of Delegated Authority Establishing the Best Degree of Supervision Performance Standards Evaluation Form Informal Appraisal Techniques Steps in Communicating an Attitude of Fairness 	<ul style="list-style-type: none"> Delegation. Burr Ridge, IL: Irwin Professional Publishing, 1994 Block, Peter. The Empowered Manager. San Francisco: Jossey-Bass, 1991 Drucker, Peter F. Managing for Results. New York: Harper Business, 1993 Hersey, Paul and Blanchard, Ken. The Situational Leader. Escondido, CA: Center for Leadership Studies, 1985 Huppe, Frank T. Successful Delegation: How to Grow Your People, Build Your Team, Free Up Your Time, and Increase Profits and Productivity. Hawthorne, NJ: Career Press, 1994 Kock, Richard and Godden, Ian. Managing Without Management: A Post-Management Manifesto for Business Simplicity. Sonoma, CA: Nicholas Breale, 1996
Develops Self and Others	Views learning and development as a lifelong endeavor. Identifies and pursues learning and career development goals. Effectively applies new learning and development in daily work and career progression.	Key	<ul style="list-style-type: none"> Leadership Strategies (multiple day program) What's Next after Age 50: RE-tirement or PRO-tirement? Managing @ UVA Series Basics Principles of Genuine Leadership Effective Coaching for Leaders Growing Inner Intelligence for Leadership Excellence (multiple day program) Powerful Listening for Leaders The Exceptional Assistants' Network Leaders Program (multiple day program) Managing Change: The Supervisor's Survival Guide Exceptional Assistant Network Conference Motivating Your Workforce Cultivating Career Happiness 	<ul style="list-style-type: none"> Six Sigma Introduction Introduction to Auditing Improving Your Image A Manager's Introduction to Business Law Ratios, Averages and Graphs Project Management Professional (PMP) PMBOK Guide Third Edition Aligned Defining Emotional Intelligence Emotionally Intelligent Leadership Emotional Intelligence and Teamwork 	<ul style="list-style-type: none"> Bell, Arthur H., Ph.D. and Smith, Dayle M., Ph.D. Motivating Yourself for Achievement. Upper Saddle River, NJ: Prentice-Hall, 2002 Hyatt, Carole and Gottlieb, Linda. When Smart People Fail: Re-building Yourself for Success. New York: Penguin Books, 1993 Senge, Peter M. The Fifth Discipline: The Art and Practice of the Learning Organization. New York: Doubleday, 1990 Klein, Gary A., Ph.D. Intuition at Work: Why Developing Your Gut Instincts Will Make You Better at What You Do. New York: Doubleday, 2002 Schwenk, Charles Ransom. Identity, Learning, and Decisionmaking in Changing Organizations. Westport, CT: Quorum Books, 2002 Wick, Calhoun W. and Leon, Lou Stanton. Learning Edge: How Smart Managers and Smart Companies Stay Ahead. New York: McGraw-Hill, 1993 Bishop, Charles H. Making Change Happen One Person At A Time: Assessing Change Capacity Within Your Organization. New York: AMACOM, 2000 Gilley, Jerry W. and Boughton, Nathaniel W. Stop Managing, Start Coaching. Burr Ridge, IL: Irwin Professional Publishing, 1996 Hendricks, William. Coaching, Mentoring and Managing. Franklin Lakes, NJ: Career Press, 1996 Honald, Linda. Developing Employees Who Love to Learn. Palo Alto, CA: Davies-Black Publishing, 1997 Mink, Oscar G., Keith, Owen Q., and Mink, Barbara P. Developing High Performance People. Reading, MA: Addison-Wesley, 1993 	
Facilitates Change	Recognizes and fosters the implementation and acceptance of constructive change within the workplace.	General	<ul style="list-style-type: none"> Going Paperless? Planning a Digital Imaging Project Leadership Strategies (multiple day program) Helping The Troubled Employee The Exceptional Assistants' Network Leaders Program (multiple day program) Positive Responses to Change Leading Through Change Managing Change: The Supervisor's Survival Guide Managing @ UVA Series 	<ul style="list-style-type: none"> Starting the Change Process Managing the Change Process Integrating Change in Your Organization Leadership and Change Leading Change from the Front Line The Six Sigma Change Agent Creating Change, Gaining Allies Views on Organizational Change Preparing for Change Communication during Organizational Change Handling Organizational Change Simulation 	<ul style="list-style-type: none"> Argyris, Chrms. Knowledge for Action: A Guide to Overcoming Barriers to Organizational Change. San Francisco: Jossey-Bass, 1993 Belasco, James A. and Stead, Jerrel. Seize Tomorrow, Start Today: Renew Your Vision, Revitalize Your Organization and Stay Ahead of the Future. New York: Warner Books, 2000 Belasco, James. Teaching the Elephant to Dance: Empowering Change in Your Organization. New York: Crown Publishers, 1990 Handy, Charles. The Age of Paradox. Boston: Harvard Business School Press, 1994 O'Toole, James. Leading Change. San Francisco: Jossey-Bass, 1995 	

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Gains Commitment	Works with goodwill. Effectively explores alternatives and positions to facilitate agreements with the support and acceptance of all parties. Uses appropriate interpersonal styles and strategies to gain acceptance of ideas or plans.	General	<ul style="list-style-type: none"> Helping The Troubled Employee The Art & Science of Donor Development Follow-up Lunch Discussions Crucial Conversations Exceptional Assistant Network Conference Unique Tools and Techniques for the Middle Manager Leading Meetings That Build Commitment Managing @ UVA Series 	<ul style="list-style-type: none"> Crafting Deals Connecting and Communicating The Process of Negotiation The Dynamics of Interacting Negotiating Inclusively What to Do When the Going Gets Tough Mastering Negotiation Getting Results by Building Relationships Results and Teamwork without Authority Leading without Authority Creating Change, Gaining Allies Communicating to Get Results Obtaining Results from the Boss 		<ul style="list-style-type: none"> Olesen, Eric. Mastering the Winds of Change. New York: Harper Business, 1994 Allesandra, Tony and O'Connor, Michael J. People Smarts. San Diego: Pfeiffer and Company, 1994 Arnold, William W. and Plas, Jeanne M. The Human Touch. New York: John Wiley and Sons, 1993 Cohen, Don and Prusak, Lawrence. In Good Company. Watertown, MA: Harvard Business School Press, 2001 Dinkin, Greg and Gitomer, Jeffrey. The Poker MBA. New York: Crown Business Publishing, 2002 Kohen, Allen R. and Bradford, David F. Influence Without Authority. New York: John Wiley and Sons, 1991 Lancaster, Lynne C.; Stillman, David and MacKay, Harvey. When Generations Collide: Who They Are. Why They Clash. How to Solve the Generational Puzzle at Work. New York: HarperCollins, 2002 Latham, Gary T. (Article) "The Importance of Understanding and Changing Employee Outcome, Expectancies for Gaining Commitment to an Organizational Goal". Personnel Psychology, Autumn, 2001, Volume 54, 13, page 707 Lawrence, Paul R. and Nohria, Nitin. Driven: How Human Nature Shapes Our Choices San Francisco: Jossey-Bass, 2002 Miller, Frederick A. and Katz, Judith H. The Inclusion Breakthrough. San Francisco: Berrett-Koehler Publishers, 2002 Richards, Dick. Art of Winning Commitment: The Ten Ways Leaders Can Engage Minds, Hearts and Spirits. New York: AMACOM, 2004 Thomas, Kenneth W. Intrinsic Motivation at Work: Building Energy and Commitment. San Francisco: Berrett-Koehler Publishers, 2002
Impact	Consistently displays professionalism and confidence; creates a positive first impression as an individual and as a representative of the University.	General	<ul style="list-style-type: none"> Leadership Strategies (multiple day program) Staffing, Recruiting & Hiring & Launching the New Employee Personal and Professional Development Series 			<ul style="list-style-type: none"> Bromley, D.D. Reputation, Image, and Impression Management. Chichester, England; New York: John Wiley and Sons, Inc., 1993 Ashby, Franklin C. and Pell, Arthur R. Embracing Excellence. Paramus, New Jersey: Learning Network Direct, 2001 Kotter, John P. and Heskett, James L. Corporate Culture and Performance. New York: The Free Press, 1992 Ross, Alan M. and Murphey, Cecil B. Beyond World Class: Building Character, Relationships and Profits. Chicago: Dearborn Trade Publishing, 2001 Shein, Edgar H. Organizational Culture and Leadership. San Francisco: Jossey-Bass, Inc., 1996 Brown, William; Fritz, Susan M.; and Lunde, Joyce Povlacs; and Banset, Elizabeth A. Interpersonal Skills for Leadership. Prentice Hall, 1998 Manz, Charles C. and Sims, Henry P. The New Super Leadership: Leading Others to Lead Themselves. San Francisco: Berrett-Koehler, Publishers, 2001
Individual Efficiency	Effectively manages time and resources to ensure that individual work is completed efficiently.	Threshold	<ul style="list-style-type: none"> The Exceptional Assistants' Network Leaders Program (multiple day program) Time Management Personal and Professional Development Series 	<ul style="list-style-type: none"> Goals and Setting Goals Your Time and You Techniques for Improved Time Management Developing Excellent Time Management Habits Taking Control of Your Time Simulation 	<ul style="list-style-type: none"> Collaboration Plan Goal Rating Table Priorities Matrix Active Listening Personality and Time Saying No Your Personality Type 	<ul style="list-style-type: none"> Drucker, Peter F. The Effective Executive. New York: Harper & Row, 1996 Hedrick, Lucy H. Get Organized in the Digital Age. New American Library Trade, 2002 Henry, Lauchland A. The Professional's Guide to Working Smarter. Tenafly, NJ: Burrill-Elsworth Associates, 1993

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					<ul style="list-style-type: none"> Estimating Time Frames The PMI Technique The Priority Matrix Avoiding Reverse Delegation E-mail Addiction Managing Paperwork 	<ul style="list-style-type: none"> Hutchings, Patricia J. Managing Workplace Chaos: Solutions for Handling Information, Paper, Time, and Stress. New York: AMACOM, 2002 Block, Peter. The Answer to How is Yes: Acting on What Matters. San Francisco: Berrett-Koehler Publishers, 2001 Technical/Professi Bossidy, Larry; Charan, Ram; and Burck, Charles. Execution: The Discipline of Getting Things Done. New York: Crown Business Publishing, 2002 Pfeffer, Jeffrey and Sutton, Robert I. The Knowing-Doing Gap: How Smart Companies Turn Knowledge Into Action. Watertown, MA: Burlton, Roger. Business Process Management: Profiting From Process. Sam's Publishing, 2001 Harmon, Paul. Business Process Change: A Manager's Guide to Improving, Redesigning, and Automating Processes. Morgan Kaufmann, 2002 Herman, Stan. Rewiring Organizations for the Networked Economy: Organizing, Managing, Leading in the Information Age. San Francisco: Jossey-Bass/Pfeiffer, 2002 Kock, Richard. The 80/20 Principle: The Secret of Achieving More With Less. New York: Currency/Doubleday, 1998
Interpersonal Versatility	Succeeds in understanding others. Is open and skilled in using one's interpersonal style to meaningfully interact with others, including empathy, humility and patience. Demonstrates tolerance and civility when engaging with employees, colleagues and customers.	General	<ul style="list-style-type: none"> The Exceptional Assistants' Network Leaders Program (multiple day program) Leadership Strategies (multiple day program) Crucial Conversations Exceptional Assistant Network Conference Managing Across Generations The Communication Challenge Understanding When and How to Use E-mail Effectively Essential Work Skills Basics Principles of Genuine Leadership Conversations with Your College Bound Teen The Third Side: A Systematic Method for Handling Conflict The Art of Managing Up Conflict Management Coaching Your Boss, The Art of Managing Up 	<ul style="list-style-type: none"> Defining Emotional Intelligence Emotional Intelligence in the Workplace Increasing Emotional Intelligence Emotionally Intelligent Leadership Effective Intercultural Relationships Effective Intergender Relationships Etiquette for Supervisors Etiquette at the Business Meeting Emotions, Mindsets and Coaching Interpersonal Skills on the Fast Track The Process of Interpersonal Communication 	<ul style="list-style-type: none"> Alessandra, Tony; O'Connor, Michael; and Van Dyke, Janice. People Smarts - Behavioral Profiles. Pfeiffer, 1994 Bolton, Robert and Bolton, Dorothy Grover. People Styles at Work. New York: AMACOM, 1996 Brinkman, Rick, Ph.D. and Kirschner, Dr. Rick. Dealing With People You Can't Stand. New York: McGraw-Hill, Inc., 1994 Kummerow, Jean M.; Bargar, Nancy J.; and Kirby, Linda K. Work Types. New York: Warner Books, 1997 Lawrence, Paul R. and Nohria, Nitin. Drive: How Human Nature Shapes Our Choices. San Francisco: Jossey-Bass, 2002 Myers, Isabel Briggs with Myers, Peter B. Gifts Differing: Understanding Personality Type. Palo Alto, CA: Davies-Black, 1995 O'Reilly III, Charles A. and Pfeffer, Jeffrey. Hidden Value. Watertown, MA: Harvard Business School Press, 2000 	
Leadership Presence	Lives the University's core values and leads by consistent example; daily actions are consistent with espoused values and demonstrates expectations. Helps other understand the organization's vision and values and keeps them at the forefront of organizational decision making and action. Recognizes the importance of straight talk balanced with action; is willing to take the lead. Demonstrates genuine	General	<ul style="list-style-type: none"> Leadership Strategies (multiple day program) Exceptional Assistant Network Conference Managing Across Generations Basics Principles of Genuine Leadership A Musical Study of Leadership, Power and Partnership What It Takes to Succeed: The Basic Principles Supervisor's Orientation Organizations: Leading Through Partnership, Power and Systems Motivating Your Workforce Managing @ UVA Series 	<ul style="list-style-type: none"> Recognizing a Leader The Communication of a Shared Vision Leading by Enabling Communication and Leadership Coaching Performance Leadership and Change The Model Leader Growing from Management into Leadership Simulation Foundations for Business Execution Creating a Business Execution Culture Business Execution in Action Challenges of the 21st Century Organizational Culture and Leadership Energizing and Empowering Employees Leadership and the Knowledge Worker Leading Change from the Front Line 	<ul style="list-style-type: none"> Albrecht, Steven. Crisis Management for Corporate Self Defense: How to Protect Your Organization in a Crisis - How to Stop a Crisis Before it Starts. New York: AMACOM, 1996 Barner, Robert W. Crossing the Minefield. New York: AMACOM, 1994 Beck, John D.W. and Jaeger, Neil M. The Leader's Window. New York: John Wiley and Sons, 1994 Cox, Danny and Hoover, John. Leadership When the Heat's On. New York: McGraw-Hill, 1992 Horton, Thomas R. The CEO Paradox - The Privilege and Accountability of Leadership. New York: AMACOM, 1992 Kraus, Peter. The Book of Leadership Wisdom. New York: John Wiley and Son, Inc., 1998 Marconi, Joe. Crisis Marketing: When Bad Things Happen to Good Companies. Chicago: NTC Business Books, 1997 	

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	empathy for individuals as well as concern for the well-being of the larger group.			<ul style="list-style-type: none"> Dynamics of Leadership Leading from the Front Line Simulation 		
Manages Conflict	Takes positive action, using appropriate interpersonal styles and methods, to reduce tension or conflict between two or more people. Effectively handles antagonistic situations using objectivity and avoiding personal attacks.	General	<ul style="list-style-type: none"> Crucial Conversations The Third Side: A Systematic Method for Handling Conflict Conflict Management Preventing and Addressing Discrimination, Harassment and Retaliation Managing @ UVA Series 	<ul style="list-style-type: none"> Manager's Performance Guide - Team Conflict Skills Resolving Conflict with Communication Skills Difficult People in the Workplace Environment How to Work with Aggressive People How to Work with Negative People and Procrastinators How to Work with Arrogant and Duplicitous People Working with and Managing Difficult People Simulation Effective Communication with Difficult Coworkers Simulation Foundations for Business Execution Creating a Business Execution Culture Managing Cross-Functions Managing For High Performance Managing Managers Managing Upward Relationships Resolving Conflict with Communication Skills 		<ul style="list-style-type: none"> Cloke, Ken and Goldsmith, Joan. Resolving Conflicts at Work: A Complete Guide for Everyone On-the-Job. San Francisco: Jossey-Bass, Inc., 2000 Costley, Dan L. and Todd, Ralph. Human Relations in Organizations. St Paul, MN: West Publishing, 1993 Dana, Daniel. Conflict Resolution. New York: McGraw-Hill Trade, 2000. Eadie, William F. and Nelson, Paul E. The Language of Conflict and Resolution. Thousand Oaks, CA: Sage Publications, 2001 Fisher, Roger and Ury, William. Getting to Yes: Negotiating Agreement Without Giving In. New York: Penguin Books, 1991 Levine, Stewart. Getting to Resolution. San Francisco: Berrett-Koehler Publishers, 1998 Masters, Marick Francis and Albright, Robert R. The Complete Guide to Conflict Resolution in the Workplace. New York: AMACOM, 2002 Tjosvold, Dean. Learning to Manage Conflict. New York: The Free Press, 1993 Ury, William L. Getting Past No: Negotiating Your Way From Confrontation to Cooperation. New York: The Free Press, 1993
Manages Information	Collects and makes effective use of information needed to manage an organization or ongoing activities within it.	General	<ul style="list-style-type: none"> Exceptional Assistant Network Conference Supervisor's Orientation The Exceptional Assistants' Network Leaders Program (multiple day program) Going Paperless? Planning a Digital Imaging Project Research Administration Primer Powerful Listening for Leaders Email Management Controlling Cash, Checks, & Credit Cards at the University of Virginia Records Management Series Jobs@UVA Faculty-Departmental Users Jobs@UVA University Staff-Departmental Users Records Management Series Piles of Files? Organizing Your Records Electronic Records Management Awards and Cash Management Mastering Account Reconciliations ODSv-Working With Pre-Defined Reports for 11i 	<ul style="list-style-type: none"> Foundations for Business Execution Creating a Business Execution Culture Business Execution in Action Getting Started--The Administrative Support Professional Administrative Functions Advancing Your Administrative Career Organizational Scope of Critical Thinking Techniques for Improved Time Management Quality Systems, Models, and Theories Human Resources Fundamentals (HRCI/PHR - 2007-aligned) Employment Management (HRCI/PHR - 2007-aligned) Offers, Contracts, and Exit from the Organization (HRCI/PHR - 2007-aligned) Employment Relations (HRCI/PHR - 2007-aligned) 		<ul style="list-style-type: none"> Allee, Verna. The Future of Knowledge: Increasing Prosperity through Valued Networks. Boston: Butterworth-Heinemann, 2002 Carrison, Dan. Deadline!: How Premiere Organizations Win the Race Against Time. New York: AMACOM, 2002 Harmon, Paul. Business Process Change: A Manager's Guide to Improving, Redesigning, and Automating Processes. Morgan Kaufmann, 2002 Hedrick, Lucy H. Get Organized in the Digital Age. New American Library Trade, 2002 Henry, Lauchland A. The Professional's Guide to Working Smarter. Tenafly, NJ: Burrill-Ellsworth Associates, 1993 Herman, Stan. Rewiring Organizations for the Networked Economy: Organizing, Managing, Leading in the Information Age. San Francisco: Jossey-Bass/Pfeiffer, 2002 Kock, Richard. The 80/20 Principle: The Secret of Achieving More With Less. New York: Currency/Doubleday, 1998 Sharp, Alec and McDermott, Patrick. Workflow Modeling: Tools for Process Improvement and Application Development. Artech House Publishers, 2001 Winston, Stephanie. The Organized Executive. New York: Warner Books, 1985
Mentors and Coaches	Recognizes and acknowledges strengths in others. Provides timely guidance and feedback to help others develop knowledge and skill areas to accomplish tasks or solve problems.	General	<ul style="list-style-type: none"> Crucial Conversations Basics Principles of Genuine Leadership Motivating Your Workforce Unique Tools and Techniques for the Middle Manager Managing Change: The Supervisor's Survival Guide Managing @ UVA Series Effective Coaching for Leaders 	<ul style="list-style-type: none"> Listening to Comprehend Mentoring Effectively Mentoring as a Manager Implementing a Mentoring Program for the Organization Mentoring Strategies for the 21st Century Achieving Success: the Help of a Mentor Mentoring On-line 		<ul style="list-style-type: none"> Bell, Chip R. Managers As Mentors: Building Partnerships for Learning. San Francisco: Berrett-Koehler Publishers, Inc., 1996 Brounstein, Marty. Coaching and Mentoring for Dummies. Foster City, California: IDG Books Worldwide, Inc., 2000 Crane, Thomas G. The Heart of Coaching: Using Transformational Coaching to Create a High

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				<ul style="list-style-type: none"> The Essentials of Mentoring Simulation 		<p>Performance Culture (Second Edition). STA Press, 2002</p> <ul style="list-style-type: none"> Daniels, Aubrey C. Bringing Out the Best in People. New York: McGraw-Hill, 1993 Flaherty, James. Coaching: Evoking Excellence In Others. Burlington, Massachusetts: Butterworth-Heinemann Publications, 1999 Fournies, Ferdinand F. Coaching for Improved Work Performance (revised edition). New York, New York: McGraw-Hill, 2000 Gilley, Jerry W. and Boughton, Nathaniel W. Stop Managing, Start Coaching. Burr Ridge, Illinois: Irwin Professional Publishing, 1996 Holliday, Micki. Coaching, Mentoring, and Managing: Breakthrough Strategies to Solve Performance Problems and Build Winning Teams. Franklin Lakes, New Jersey: The Career Press, Inc., 2001 Johnson, Harold E. Mentoring for Exceptional Performance. Glendale, California: Griffin Publishing, 1997 Miller, James B. and Brown, Paul B. The Corporate Coach: How to Build a Team of Loyal Customers and Happy Employees. New York: Harper Business, 1994 Stone, Florence M. Coaching, Counseling and Mentoring. New York: AMACOM, 1999
Organizational Agility	Has a working knowledge of business operations and the reasoning behind key practices; savvy; accomplishes tasks through formal and informal channels and networks. Properly balances interests or demands of multiple constituencies through strategy, awareness and a strong sense of consequence arising from cause and effect relationships.	General	<ul style="list-style-type: none"> Going Paperless? Planning a Digital Imaging Project Research Administration Primer Controlling Cash, Checks, & Credit Cards at the University of Virginia Records Management Series Piles of Files? Organizing Your Records Electronic Records Management Awards and Cash Management The Art of Managing Up Coaching Your Boss, The Art of Managing Up Leading Through Change Cultivating Career Happiness Hoos Managing the UVA Way 	<ul style="list-style-type: none"> Foundations for Business Execution Creating a Business Execution Culture Sustaining Competitive Advantage The Imperatives of Innovation and Leadership in Strategy Taking on a Management Role Becoming a Manager: Responsibilities and Fears Becoming a Manager: Leading and Communicating A New Manager and the Company's Future Moving into a Management Role Simulation Tomorrow's Managers' Competencies Tomorrow's Managers' Development Tools Managing as Project Champion Crucial Skills for Tomorrow's Managers Simulation Managing Cross-Functions Managing For High Performance Managing Managers Managing Upward Relationships 		<ul style="list-style-type: none"> Adizes, Ichak. Corporate Lifecycles. Englewood Cliffs, NJ: Prentice-Hall, 1990 Annisson, Michael H. Managing the Whirlwind. Englewood, CA: Medical Group Management Association, 1993 Davis, Stan and Botkin, James. The Monster under the Bed. New York: Simon & Schuster, 1994 Handy, Charles. The Age of Unreason. Boston: Harvard Business School Press, 1989
People Focus	Makes people and their needs a primary focus of action; takes full responsibility for fostering productive people relationships; focused on creating goodwill.	General	<ul style="list-style-type: none"> Crucial Conversations Unique Tools and Techniques for the Middle Manager Managing Change: The Supervisor's Survival Guide Effective Coaching for Leaders Exceptional Assistant Network Conference Supervisor's Orientation The Exceptional Assistants' Network Leaders Program (multiple day program) Preventing and Addressing Discrimination, Harassment and Retaliation Leadership Strategies (multiple day program) Managing Across Generations What It Takes to Succeed: The Basic Principles The Communication Challenge Staffing, Recruiting & Hiring & Launching the New Employee 	<ul style="list-style-type: none"> Effective Relationships with Business Partners Effective Relationships with Customers Getting Results by Building Relationships Results and Teamwork without Authority Leading without Authority Creating Change, Gaining Allies Communicating to Get Results Getting Results with No Authority Simulation 	<ul style="list-style-type: none"> Choosing the Right Leaders Parallel Goals Picking the Right Partner Building Rapport Planning Reciprocity Facilitating Team Member Participation Maintaining a Positive Team Environment Communication Guidelines Give-and-Take Strategy Nab the Improbable Partner Understanding Potential Allies Improving Your Credibility 	<ul style="list-style-type: none"> Brooks, Michael. Instant Rapport. Chicago: Nightingale-Conant Corp., 2002 Hayes, John. Interpersonal Skills at Work. London; New York: Routledge Press, 2002 Bell, Chip, and Zemke, Ron. Managing Knock Your Socks Off Service. New York: AMACOM, 1993 Gutek, Barbara A. and Welsh, Theresa. The Brave New Service Strategy. New York: AMACOM, 2000 Nykamp, Melinda. The Customer Differential. New York: AMACOM, 2001 Autry, James A. The Art of Caring Leadership. New York: William Morrow and Company, Inc., 1991 Bolton, Robert and Grover-Bolton, Dorothy. People Styles at Work - Making Bad Relationships Good and Good Relationships Better. New York: AMACOM, 1996 Cohen, Don and Prusak, Lawrence. In Good

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			<ul style="list-style-type: none"> Leading Meetings That Build Commitment Generational Differences 			<p>Company. Watertown, Massachusetts: Harvard Business School Press, 2001</p> <ul style="list-style-type: none"> Daniels, Aubrey C. Bringing Out the Best in People. New York: McGraw-Hill, Inc., 1994 Gonthier, Giovinella and Morrissy, Kevin. Rude Awakenings: Overcoming the Civility Crisis in the Workplace. Chicago: Dearborn Trade Publishing, 2002
Persistence	Stays with a position or plan of action until the desired objective is obtained or is no longer reasonably attainable.	General	<ul style="list-style-type: none"> What's Next after Age 50: RE-tirement or PRO-tirement? Leadership Strategies (multiple day program) 	<ul style="list-style-type: none"> Managing from Within: Self-empowerment Getting Results by Building Relationships Results and Teamwork without Authority Leading without Authority Creating Change, Gaining Allies Communicating to Get Results Obtaining Results from the Boss Goal Setting: Reaching Individual Goals Goal Setting: Goal Setting Tools for Managers Goal Setting: Organizational Goal Setting 		<ul style="list-style-type: none"> Morrell, Margot and Capparell, Stephanie. Shackleton's Way: Leadership Lessons From the Great Antarctic Explorer. New York: Viking Press, 2001 DuBrin, Andrew J. Your Own Worst Enemy. New York: AMACOM, 1992 Keller, Helen. The Story of My Life. New York: Bantam Books, 1990 Troyat, Henri. Peter The Great. New York: Dutton, 1987
Plans and Organizes	Establishes courses of action for self and others to ensure that work is completed efficiently. Develops ways to get work done; effectively organizes people and activities; sees opportunities for cooperation and integration where others might not.	General	<ul style="list-style-type: none"> What's Next after Age 50: RE-tirement or PRO-tirement? The Exceptional Assistants' Network Leaders Program (multiple day program) Leadership Strategies (multiple day program) Going Paperless? Planning a Digital Imaging Project Research Administration Primer Records Management Series Piles of Files? Organizing Your Records Jobs@UVA Faculty-Departmental Users Jobs@UVA University Staff-Departmental Users Organizations: Leading Through Partnership, Power and Systems Leading Effective Meetings 	<ul style="list-style-type: none"> Goals and Setting Goals Your Time and You Techniques for Improved Time Management Developing Excellent Time Management Habits Taking Control of Your Time Simulation Administrative Functions 		<ul style="list-style-type: none"> Drucker, Peter F. The Effective Executive. New York: Harper & Row, 1996 Hedrick, Lucy H. Get Organized in the Digital Age. New American Library Trade, 2002 Henry, Lauchland A. The Professional's Guide to Working Smarter. Tenafly, NJ: Burrill-Elsworth Associates, 1993 Stalk, George Jr. and Hout, Thomas M. Competing Against Time. New York: Macmillan, Inc. 1990 Whipp, Richard; Adam, Barbara and Sabelis, Ida. Making Time: Time and Management in Modern Organizations. Oxford; New York: Oxford press, 2002
Quality Focus	Continually seeks to improve work processes, products and services. Sweats the details. Accomplishes tasks through concern for all areas involved, ensures outputs are free from errors and omissions; takes action to correct problems.	General	<ul style="list-style-type: none"> Research Administration Primer Records Management Series Piles of Files? Organizing Your Records Controlling Cash, Checks, & Credit Cards at the University of Virginia Records Management Series Electronic Records Management Awards and Cash Management 	<ul style="list-style-type: none"> Communication Skills and Project Management Quality Systems, Models, and Theories Problem Solving and Process Management Tools Measurement: Assessment and Metrics Customer Focused Management Total Quality Management: Fundamentals Total Quality Management: Principles Continual Quality Improvement The EXCEL Acronym: Instilling Service Excellence Introduction to Six Sigma Quality Management: The Quality Management Process Quality Management: Quality Management Tools Quality Management: Business Process Improvement Leadership 		<ul style="list-style-type: none"> Sofa, Francesco. Six Myths of Critical Thinking. Business and Professional Publishing, 2003 Stewart, Thomas A. Intellectual Capital - The New Health of Organizations. New York: Doubleday, 1997 Dale, Barrie. Managing Quality. Blackwell Publishers, 2003 Hodgetts, Richard M. Measures of Quality and High Performance. New York: Amacom, 1998 Lawler III, Edward E.; Mohrman, Susan Albers; and Ledford, Gerald E. Jr. Create High Performance Organizations. San Francisco: Jossey-Bass, 1995
Strategic Focus	Understands the University's long-term objectives and focuses current activities on what is critical to achieving aligned goals for self, work unit, school/department and the University and eliminating non-value added activities.	Key	<ul style="list-style-type: none"> Leadership Strategies (multiple day program) Managing and the New HR System The Exceptional Assistants' Network Leaders Program (multiple day program) Positive Responses to Change Hoos Managing the UVA Way The Art & Science of Donor Development Follow-up Lunch Discussions A Musical Study of Leadership, Power and Partnership Generational Differences New HR System: Important Information for Supervisors, Managers & Peer Advisors Leading Through Change 	<ul style="list-style-type: none"> Recognizing a Leader The Communication of a Shared Vision Organizational Culture and Leadership Foundations for Business Execution Creating a Business Execution Culture Business Execution in Action Business Execution Simulation Goal Setting - Goal Setting Tools for Managers Strategies for Facilitating Critical Thinking Goal Setting - Goal Setting in the Organizational Environment Thinking Strategically 		<ul style="list-style-type: none"> Albrecht, Karl. The Northbound Train: Finding the Purpose, Setting the Direction, Shaping the Destiny of Your Organization. New York: AMACOM, 1994 Collins, Jim. Good to Great: Why Some Companies Make the Leap ... and Others Don't. New York: Harper-Collins, 2001 Courtney, Hugh. 20/20 Foresight: Crafting Strategy in an Uncertain World. Watertown, MA: Harvard Business School Press, 2001 Dudik, Evan Matthew. Strategic Renaissance: New Thinking and Innovative Tools to Create Great Corporate Strategies Using Insights From History and Science. New York: AMACOM, 2000 Pietersen, Willie. Reinventing Strategic: Using

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			<ul style="list-style-type: none"> Organizations: Leading Through Partnership, Power and Systems Leading Meetings That Build Commitment Leading Effective Meetings 			<p>Strategic Learning to Create and Sustain Breakthrough Performance. New York: John Wiley & Sons, 2002</p> <ul style="list-style-type: none"> Quigley, Joseph V. Vision: How Leaders Develop It, Share It, and Sustain It. New York: McGraw-Hill, 1993
Teamwork	Develops and uses collaborative relationships to build informal or formal teams and accomplish team goals.	Key	<ul style="list-style-type: none"> Leadership Strategies (multiple day program) The Exceptional Assistants' Network Leaders Program (multiple day program) The Art & Science of Donor Development Follow-up Lunch Discussions A Musical Study of Leadership, Power and Partnership Generational Differences Leading Through Change Leading Effective Meetings Effective Coaching for Leaders Growing Inner Intelligence for Leadership Excellence (multiple day program) Powerful Listening for Leaders Team Building Managing Across Generations Essential Work Skills Crucial Conversations Key Human Resource: Responsibilities, Practices, and Resources Unique Tools and Techniques for the Middle Manager Helping The Troubled Employee 	<ul style="list-style-type: none"> Effective Team-building Strategies Effectively Communicating in Teams The Individual's Role in a Team Participating in Teams Simulation Emotional Intelligence and Teamwork Team Conflict: The Seeds of Dissent Team Dynamics Analyzing Workplace War Zones How to Work with Arrogant and Duplicitous People The Path to Peace and Harmony 	<ul style="list-style-type: none"> Allocating Team Responsibilities A Good Team Attitude Assertiveness in Teams Barriers to Team Communication Bringing out the Best in Others Clarifying Individual and Team Expectations Constructive Feedback in Teams Mood Management Negotiating with Team Members Nonjudgmental Speech Organizational Teamwork Overcoming Team Challenges Principles of Assertiveness Proactive Team Members Receiving Feedback Gracefully Receiving Feedback in Teams Supportive Listening in Teams Team Building Activities Team Collaboration Techniques Team Diversity Assessment Teams and Succession Planning The Coaching Personalities on Your Team The I of Teamwork The Initial Team Meeting The Three Myths Regarding Leadership The Virtue in Teamwork Tolerance within Teams Understanding Creativity Understanding Integrity Understanding Intellectual Capital Understanding the Borderless Economy Understanding Virtual Employees Work Values Index Working Effectively with Agreeable People Working Effectively with Open People Working Effectively with Un-team Members 	<ul style="list-style-type: none"> Albrecht, Karl. The Northbound Train: Finding the Purpose, Setting the Direction, Shaping the Destiny of Your Organization.. New York: Amacom, 1994 Ginnodo, William. The Power of Empowerment. Arlington Heights, IL; Pride Publications, Inc. 1996 Parker, Glen M. Cross-Functional Teams. San Francisco: Jossey-Bass, Inc., 1994 Fisher, Kimball; Rayner, Steven; and Belgard, William. Tips for Teams. New York: McGraw-Hill, 1995 Lencioni, Patrick M. The Five Dysfunctions of a Team: A Leadership Fable. San Francisco: Jossey-Bass, 2002 Parker, Glenn M. Team Players and Teamwork. San Francisco: Jossey-Bass, Inc., 1990 Straus, David. How to Make Collaboration Work: Powerful Ways to Build Consensus, Solve Problems, and Make Decisions. San Francisco: Berrett-Koehler Publishers, 2002 Wysocki, Robert K. Building Effective Project Teams. New York: John Wiley & Sons, 2001
Technical/Professional Knowledge	To be professionally and technically accomplished to perform one's job. To achieve an accomplished level of technical and professional skill or knowledge in position-related areas; to consistently stay abreast of current developments and trends in areas of expertise.	Threshold	<ul style="list-style-type: none"> Research Administration Primer Records Management Series Controlling Cash, Checks, & Credit Cards at the University of Virginia Records Management Series Electronic Records Management Awards and Cash Management Going Paperless? Planning a Digital Imaging Project Jobs@UVa Faculty-Departmental Users Jobs@UVa University Staff-Departmental Users Mastering Account Reconciliations ODSv-Working With Pre-Defined Reports for 11i Budgeting Basics Student Finance: UAT Training for Cash Management P-Card Annual Training for Cardholders and Supervisors P-Card Training for New Purchasing Cardholders Excel 2007 Advanced 	<ul style="list-style-type: none"> Customer Service Representative (CSR) Certification Professional in Human Resources (PHR) Senior Professional in Human Resources (SPHR) Certified Business Analysis Professional (CBAP) Certification ITIL V2 ITIL V3 PRINCE2 Certification Certified Associate in Project Management (CAPM) Project Management Professional (PMP) - PMBOK® Guide - Third Edition-aligned Project Management Professional (PMP) - PMBOK® Guide - Fourth Edition-aligned Program Management Professional (PgMPSM) Six Sigma Green Belt Certification (SSGB) Six Sigma Black Belt Certification (SSBB) Manager of Quality/Organizational Excellence (CMQ/OE) Certification Microsoft Office 2000: Specialist Certification 		

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			<ul style="list-style-type: none"> • Word 2007 Fundamentals • Campus Community: Service Indicator Management • Financial Aid: SFS Departmental Aid Awarding • Financial Aid: Departmental Aid Awarding • RPT1: Discoverer Plus for SIS (Student Information System) • PERSONAL RECORDS MANAGEMENT • Financial Aid: User Acceptance Training: Departmental Aid • LSP-Pro Security • MacOS 100 Mac OS X Introduction to Mac v10.5 • Access 2007 Intermediate • AP6: Fellows Stipend Processor • Workshop: Advance Data with MS Access • Direct Mail Certification • MapPoint With Advance Data • Activity Management Certification • Basic Fund Accounting • Advance Reports Level I • Introduction to Advance • Advance Reports Level II • Dispatch • MacOS 302 Mac OS X Deployment v10.5 • MacOS 401 Mac OS X Advanced System Administration v10.5 • MacOS 301 Mac OS X Directory Services v10.5 • GA1: Projects and Awards for 11i • PowerPoint 2007 Intermediate • Excel 2007 Intermediate • MacOS 201: Mac OS X Server Essentials v10.5 • MacOS 330: Directory Services Integration and Administration (Client) v10.4 • Access 2007 Fundamentals • PowerPoint 2007 Fundamentals • Excel 2007 Fundamentals • Media 300 Podcast and Streamed Internet Media Admin • MacOS 101 Mac OS X Support Essentials v10.5 • LSP-Pro HowTo • Introduction to Formatting with Cascading Style Sheets • Microsoft Office Outlook 2007 • GAv-Grants Management Viewer for 11i • Media 300: Podcast and Streamed Internet Media Administration • GA7: Invoicing for 11i • GA2: Creating Awards for 11i • GA6: Using Expenditure Inquiry for 11i • GA4: Transactions for 11i • GL1: General Ledger: All Users for 11i • LSP SUMMER SKILLS: Exchange/Sharepoint • LSP SUMMER SKILLS: SoftGrid • LSP SUMMER SKILLS: Mac Virtualization • MacOS 340 Security Best Practices for Mac OS v10.4 • AP4: P-Card Transactions for 11i- • PO1: Departmental Purchasing for 11i • PO2: Advanced Departmental Purchasing for 11i • Access 2007 Advanced • Best Practices of Web Design • Beyond HTML 	<ul style="list-style-type: none"> • Microsoft Office 2000: Expert Certification • Microsoft Office 2000: Master Certification • Microsoft Project 2000: Specialist Certification • Microsoft Office XP: Specialist Certification • Microsoft Office XP: Expert Certification • Microsoft Office XP: Master Certification • Microsoft Project 2002: Specialist Certification • Microsoft Office 2003: Specialist Certification • Microsoft Office 2003: Expert Certification • Microsoft Office 2003: Master Certification • Microsoft Certified Application Specialist Certification • Microsoft Certified Technology Specialist (MCTS): Enterprise Project Management with Microsoft Office Project Server 2007 • Certified Information Systems Security Professional (CISSP) • Information Systems Security Engineering Professional (ISSEP) • Systems Security Certified Practitioner (SSCP) • Check Point Certified Security Administrator (CCSA) NGX Certification • Cisco Certified Design Associate (CCDA) • Cisco Certified Design Professional (CCDP) • Cisco Certified Entry Networking Technician (CCENT) • Cisco Certified Network Associate (CCNA) • Cisco Certified Network Professional (CCNP) • Cisco Certified Security Professional (CCSP) • Cisco Certified Internetwork Professional (CCIP) • Cisco Certified Voice Professional (CCVP) - Part 1 • Cisco Certified Voice Professional (CCVP) - Part 2 • Cisco Access Routing and LAN Switching Specialist • Cisco IDS Specialist • Cisco VPN Specialist • Cisco IP Telephony Support Specialist • Cisco IP Telephony Design Specialist • Cisco IP Telephony Operations Specialist • Cisco IP Communications Support Specialist • CCNA Security • CCNA Wireless • CIW Associate • CIW Professional • Master CIW Site Designer • Master CIW Administrator • Master CIW Enterprise Developer • CIW Web Developer • CIW Security Analyst • CompTIA A+ Certification • CompTIA Linux+ Certification • CompTIA Network+ Certification • CompTIA Security+ Certification • CompTIA Server+ Certification • EMC Proven Professional Storage Technologist (Associate Level) certification • IBM Certified Enterprise Developer - WebSphere Studio, V5.0 • IBM Certified System Administrator - WebSphere Application Server V5.0 • IBM Certified Database Associate – DB2 Universal Database V8.1 Family • IBM Certified Solution Developer - XML and Related 		

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			<ul style="list-style-type: none"> • Dreamweaver 8.0 Advanced • Dreamweaver 8.0 Fundamentals • Fireworks 8.0 Advanced • Fireworks 8.0 Fundamentals • Introduction to Web Design • Introduction to HTML • LD1: Labor Distribution - All Users for 11i • Photoshop CS2 Fundamentals • Photoshop CS2 Web Production • PY: (OTL) Oracle Time and Leave Management • SSTL Open Labs for Employees and Managers • Training of Technical Trainers • Timekeepers: Recertification • Word 2007 Intermediate 	<p>Technologies</p> <ul style="list-style-type: none"> • IBM Certified Associate Developer - Rational Application Developer for WebSphere Software V6 • IBM Certified Database Administrator - DB2 UDB V8.1 for Linux, UNIX and Windows • ISEB Foundation Certificate in Software Testing • Certified Business Analysis Professional (CBAP) Certification • ISTQB Foundation Certificate in Software Testing • ITIL V2 • ITIL V3 • Linux Professional Institute Certification (LPIC): Junior Level Administration • Linux Professional Institute Certification (LPIC): Intermediate Level Administration • Certified ColdFusion MX Developer • Certified Dreamweaver MX 2004 Developer • Certified Macromedia Flash MX 2004 Designer • Certified Dreamweaver 8 Developer • Microsoft Certified Database Administrator (MCDBA) • MCSA on Microsoft Windows 2000 Track • MCSA on Windows Server 2003 Track • MCSA Windows Server 2003 Upgrade • Microsoft Certified Systems Administrator (MCSA) Messaging Specialization on Microsoft Windows 2000 • Microsoft Certified Systems Administrator (MCSA) Security Specialization on Microsoft Windows 2000 • Microsoft Certified Systems Administrator (MCSA) Messaging Specialization on Microsoft Windows 2003 • Microsoft Certified Systems Administrator (MCSA) Security Specialization on Microsoft Windows 2003 • MCSD for Microsoft .NET Certification • MCSE Windows 2000 Track • Microsoft Certified Systems Engineer (MCSE) Security Specialization on Microsoft Windows 2000 • Microsoft Certified Systems Engineer (MCSE) Messaging Specialization on Microsoft Windows 2000 • MCSE Windows Server 2003 Track • MCSE Windows Server 2003 Upgrade • Microsoft Certified Systems Engineer Server (MCSE) Security Specialization on Microsoft Windows Server 2003 • Microsoft Certified Systems Engineer Server (MCSE) Messaging Specialization on Microsoft Windows Server 2003 • Microsoft Certified Application Developer (MCAD) • Microsoft Certified Desktop Support Technician (MCDST) • Microsoft Certified Technology Specialist (MCTS) : Microsoft Exchange Server 2007, Configuration • Microsoft Certified Technology Specialist (MCTS): .NET Framework 2.0 Web Applications • Microsoft Certified Technology Specialist (MCTS): .NET Framework 2.0 Distributed Applications • Microsoft Certified Technology Specialist (MCTS): .NET Framework 2.0 Windows Applications • Microsoft Certified Technology Specialist (MCTS): SQL Server 2005 		

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				<ul style="list-style-type: none"> • Microsoft Certified Technology Specialist (MCTS): Windows Vista, Configuration • Microsoft Certified Technology Specialist (MCTS): Microsoft Office SharePoint Server 2007, Configuration • Microsoft Certified Technology Specialist (MCTS): Windows SharePoint Services 3.0, Configuration • Microsoft Certified Technology Specialist (MCTS):Microsoft Office SharePoint Server 2007, Application Development • Microsoft Certified Technology Specialist (MCTS): Microsoft Visual Studio 2008 • Microsoft Certified Technology Specialist (MCTS): Business Desktop Deployment • Microsoft Certified Technology Specialist (MCTS): Windows Server 2008 Active Directory, Configuration • Microsoft Certified Technology Specialist (MCTS): Windows Server 2008 Network Infrastructure, Configuring • Microsoft Certified Technology Specialist (MCTS): Windows Server 2008 Applications Infrastructure, Configuration • Microsoft Certified Technology Specialist (MCTS): .NET Framework 3.5, Windows Presentation Foundation Application • Microsoft Certified Technology Specialist (MCTS): NET Framework 3.5, Windows Communication Foundation Applications • Microsoft Certified Technology Specialist (MCTS): .NET Framework 3.5, Windows Workflow Foundation Applications • Microsoft Certified Technology Specialist (MCTS): .NET Framework 3.5, Windows Forms Applications • Microsoft Certified Technology Specialist (MCTS): .NET Framework 3.5, ADO.NET Applications • Microsoft Certified Technology Specialist (MCTS): .NET Framework 3.5, ASP.NET Applications • Microsoft Certified Technology Specialist (MCTS): Managing Projects with Microsoft Office Project 2007 • Microsoft Certified IT Professional (MCITP): Enterprise Support Technician • Microsoft Certified IT Professional (MCITP): Enterprise Administrator • Microsoft Certified IT Professional (MCITP): Database Administrator • Microsoft Certified IT Professional (MCITP): Database Developer • Microsoft Certified IT Professional (MCITP): Server Administrator • Novell SUSE Linux Fundamentals • Oracle Database 11g Administrator Certified Professional • Oracle Database 11g Administrator Certified Associate • Oracle Database 11g Administrator Certified Professional Upgrade Path • Oracle Application Server 10g Administrator: Certified Associate • Oracle Database 10g Administrator Certified Professional Upgrade Path • Oracle Database 10g Administrator Certified 		

UVA Competency	Definition	Category	UVA Development Opportunities	SkillSoft Classes	SkillSoft SkillBriefs/Job Aids	Recommended Reading
				<ul style="list-style-type: none"> Associate Oracle Database 10g Administrator Certified Professional Oracle9i Database Administrator Certified Professional Oracle9i Database Administrator Certified Associate Oracle9i Database Administrator Certified Professional Upgrade Path PRINCE2 Certification Certified Associate in Project Management (CAPM) Project Management Professional (PMP) - PMBOK® Guide - Third Edition-aligned Project Management Professional (PMP) - PMBOK® Guide - Fourth Edition-aligned Program Management Professional (PgMPSM) Solaris 9 Operating Environments Certification Sun Certified Programmer for the Java 2 Platform 		
Uncommon Integrity	Trusted, authentic, self-aware, above reproach. Operates by and adheres to the University's core values and holds others accountable for them. Interacts with others in a way that gives confidence in self and the organization. Acts in the University's best interests and puts that interest above personal gain or unit or office. Works with the limits of authority to achieve goals.	Key	<ul style="list-style-type: none"> Leadership Strategies (multiple day program) What It Takes to Succeed: The Basic Principles Preventing and Addressing Discrimination, Harassment and Retaliation Managing @ UVA Series Supervisory Essentials EOP Series 	<ul style="list-style-type: none"> Working for Your Inner Boss: Personal Accountability A Primer for Ensuring Accountability Making Decisions Ethically Business Ethics for Managers Business Ethics Simulation Understanding Organizational Ethics 		<ul style="list-style-type: none"> Badaracco, Joseph L. Harvard Business Review on Corporate Ethics (Harvard Business Review Paperback Series). Harvard Business School Press, 2003 Block, Peter. The Answer to How is Yes: Acting on What Matters. San Francisco: Berrett-Koehler, Publishers, 2001 Dosick, Rabbi Wayne. The Business Bible: Ten New Commandments for Creating an Ethical Workplace. New York: William Morrow and Company, Inc., 1993 Galford, Robert N. and Drapeau, Anne Siebold. The Trusted Leader: Bringing Out the Best in Your People and Your Company. New York: The Free Press, 2002 Maister, David H.; Green, Charles H.; and Galford, Robert M. The Trusted Advisor. New York: The Free Press, 2001 Maxwell, John C. There's No Such Thing as "Business" Ethics: There's Only One Rule for Making Decisions. Warner Faith Publishing, 2003 Shaw, Robert Bruce. Trust in the Balance: Building Successful Organizations on Results, Integrity and Concern. San Francisco: Jossey-Bass, Inc., 1997 Seglin, Jeffrey L. and Augustine, Norman R. The Good, The Bad, and Your Business: Choosing Right When Ethical Dilemmas Pull You Apart. New York: John Wiley and Sons, 2000 Solomon, Robert C. and Flores, Fernando. Building Trust: In Business, Politics, Relationships, and Life. Oxford; New York: Oxford University Press, 2001
Values Diversity and Equity	Makes and demonstrates in one's work commitments to equity and diversity. Collaborates with and involves others with divergent viewpoints, as well as diverse people and groups, contributing to developing an environment that is equitable, inclusive, respectful, and cooperative.	Threshold	<ul style="list-style-type: none"> The Exceptional Assistants' Network Leaders Program (multiple day program) Leadership Strategies (multiple day program) Exceptional Assistant Network Conference Preventing and Addressing Discrimination, Harassment and Retaliation Managing Across Generations Generational Differences EOP Series 	<ul style="list-style-type: none"> The Reasons Why Diversity Matters Changing Corporate Culture Planning a Diversity Initiative Diversity: the Future Managing Diversity in the Workplace Simulation Employment and Labor Law Affirmative Action and the EEO (HRCI/PHR) Employment Relations (HRCI/PHR) Recruiting and Selecting Candidates (HRCI/PHR) Strategic Approaches to Labor Relations (HRCI/SPHR) 	<ul style="list-style-type: none"> Diversity Do's and Don'ts Diversity Timeline Contrasting Diversity and Affirmative Action Creating a New Mission Statement Diversity Statistics Quiz Managing Diversity Action Plan Managing Diversity Self-Assessment Worksheet Organizational Climate Survey Organizational Diversity Strategies Organizational Reasons to Value Diversity Valuing Diversity Action Plan Valuing Diversity Self-Assessment Hallmarks of Effective Holistic Diversity Work/Life Balance: Terms to Know 	<ul style="list-style-type: none"> Cox, Taylor, Jr. Cultural Diversity in Organizations. San Francisco: Berrett-Koehler, 1993 Deresky, Helen. International Management: Strategic and Interpersonal. Upper Saddle River, NJ: Prentice Hall, 2002 Gentile, Mary C. Differences That Work. New York: McGraw-Hill, 1994 Harvey, Carol and Allard, M. June. Understanding and Managing Diversity: Readings, Cases, and Exercises. Upper Saddle River, NJ: Prentice Hall, 2002 Lancaster, Lynne C.; Stillman, David; and MacKay, Harvey. When Generations Collide: Who They Are. Why They Clash. How to Solve the Generational Puzzle at Work. New York: HarperCollins, 2002

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						<ul style="list-style-type: none"> • Middleton, Dwight R. The Challenge of Human Diversity: Mirrors, Bridges, and Chasms. Prospect Heights, IL: Waveland Press, 2002 • Miller, Frederick A. and Katz, Judith H. The Inclusion Breakthrough. San Francisco: Berrett-Koehler Publishers, 2002 • Ruffino, Norma Carr. Managing Diversity: People Skills for a Multi-Cultural Workplace. Upper Saddle River, NJ: Prentice Hall, 2001 • Wilson, Trevor and Carswell, Julie. Global Diversity at Work: Winning the War for Talent. New York: John Wiley and Sons, 2002
Works with Passion	Is actively engaged in the work of the University and operates in positive and affirmative ways to support University goals. Demonstrates deep regard for University history, mission, core values and commitments when executing work activities and interacting with others.	Key	<ul style="list-style-type: none"> • Leadership Strategies (multiple day program) • Supervisor's Orientation • Exceptional Assistant Network Conference • Records Management Series • Managing @ UVA Series 	<ul style="list-style-type: none"> • Making Decisions Ethically • Business Ethics for Managers • Understanding Organizational Ethics • Social Responsibility in Corporations • Business Ethics Simulation • Defining Emotional Intelligence • Emotional Intelligence in the Workplace • Emotional Intelligence and Teamwork • Increasing Emotional Intelligence • Emotionally Intelligent Leadership • Emotional Intelligence at Work Simulation 		<ul style="list-style-type: none"> • Colan, Lee J. Passionate Performance. CornerStone Leadership Institute, 2004 • Klein, Merom and Napier, Rod. The Courage to Act: Five Factors of Courage to Transform Business. Davies-Black Publishing, 2003 • Kyne, Peter B. and Axelrod, Alan. The Go-Getter: A Story That Tells You How to Be One. Times Books, 2003 • Spronck, Ingrid and Beerepoot, Thomas J. The Power of Insight: Finding the Courage to Connect in Business. Paraview Special Editions, 2003