The Learning Academies @SHSU
Management Academy: “Enhancing Effective Leadership”

Introducing The Core 2014 Management Training Series

What is The Core Management Training Series? The Core consists of ten 1 – 4 hour professional development courses for managers at Sam Houston State University. The courses are tied directly to SHSU’s new Core Competencies for Managers. By completing this series, managers will gain a firm foundation upon which to build future leadership and management development.

Who is the series for? The Core Management Training Series is designed for anyone who supervises or manages SHSU employees at any level.

What are the advantages of the Management Core? There are many advantages:

- For new managers, The Core offers a well-rounded introduction to supervising.
- For experienced managers, The Core offers solid “refresher” training, an opportunity to fill in some gaps in supervisory skills, and a chance to network with other managers on campus.
- The Core offers a way for managers to obtain professional development opportunities.
- The courses in The Core are not generic management courses, but tailored to managing at SHSU.

- Those who complete The Core series will be offered future development opportunities designed specifically around graduates of the series.

Once the full calendar is announced, specific dates for the training can be found by going to My Sam>Employees tab>Human Resources>Talent Management link. Go to Learning>Browse for Training to search for available courses.

1. Foundations of Management I
Hear from SHSU’s effective leaders, who will present an overview of key supervisory concepts, including Understanding the Big Picture, Communication, and Empowering Your Workforce. Jan 2014. Core competencies: Support the strategic plan; provide leadership; empower others; manage performance.

2. Foundations of Management II
Human Resources will introduce you to the six core competencies for managers, explain how they were developed, why they are necessary, and how you can use them for your own professional development. Key topics include what is expected of you as a manager at SHSU, transitioning from coworker to boss, and an introduction to managing ethically and legally. Feb 2014 Core competencies: Support the strategic plan;
provide leadership; manage performance; comply legally and ethically.

3. Managing Legally
Managers will learn to identify “litigation landmines” and how to avoid them; identify behaviors and actions that may lead to discrimination and sexual harassment complaints and how to prevent them; and identify appropriate management conduct that can reduce or eliminate legal problems. Mar 2014. Core competencies: Provide leadership; comply legally and ethically; manage performance; build trust.

4. Working with Diversity I—Behavioral Styles
Learn about personality preferences, both your own and others; identify ways that you can work more productively with employees who have different behavioral styles; learn how to use personality preference awareness to reduce conflict and increase efficiency in the workplace. Apr 2014. Core competencies: Support the strategic plan; empower others; comply legally and ethically; manage performance; build trust.

5. Working with Diversity II—Gender, Generation, Race & Ethnicity, Disability
Learn how differences in gender, generation, race & ethnicity, and disability may influence how we interact with others in the workplace. Identify ways you can work more productively with employees and others who are different from you. May 2014. Core competencies: Support the strategic plan; provide leadership; empower others; comply legally and ethically; manage performance.

6. Ethics Training
Managers will learn the finer aspects of ethical behavior in the workplace, ethics for the public servant, leading by example, decision-making, and how these factors affect fiscal responsibility and the management of resources. Jun 2014. Core competencies: Support the strategic plan; provide leadership; comply legally and ethically; manage performance; build trust.

7. Hiring
Know your responsibilities, including how to determine hiring criteria, how to write a job description, and how to interview. July 2014. Core competencies: Support the strategic plan; provide leadership; comply legally and ethically; manage performance.

8. Setting Performance Expectations
Defining and clarifying job responsibilities; evaluating and measuring performance; writing performance appraisals; creating a culture of feedback and accountability; developing employee performance plans; recognizing exceptional performance. Sep 2014. Core competencies: Support the strategic plan; provide leadership; empower others; comply legally and ethically; manage performance; build trust.
9. Correcting Performance Issues
Identifying barriers to performance; developing action plans for correction; evaluating progress; documenting and retraining; separating an employee. Oct 2014. **Core competencies:** Support the strategic plan; provide leadership; comply legally and ethically; manage performance.

10. Building Trust
Identify behaviors that build trust and behaviors that tear down trust. Understand how to motivate employee engagement. Nov 2014. **Core competencies:** Provide leadership; empower others; manage performance; build trust.

Final Project
The end product for those who complete the entire Core Management Training Series will be a final project; the manager will present the project to his or her supervisor on the following topic: “**One thing I learned in the Management Core Training Series that changed the way I manage.**” The presentation may take any format, but must be presented within 30 days after the manager has completed the series. The manager shall provide appropriate documentation of the completion of the final project, signed by his or her immediate supervisor, to Human Resources. A certificate of achievement will be presented to each manager who completes all requirements of The Core Management Training Series.

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<tr>
<th>Core Competencies for Staff</th>
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<tr>
<td><strong>SHSU’s Staff is...</strong></td>
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<tr>
<td>Committed to SHSU’s Vision &amp; Mission</td>
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<tr>
<td>Innovative in thinking</td>
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<td>Effective in communications</td>
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<tr>
<td>Accountable for ourselves and to others</td>
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<td>Dedicated to life-long learning</td>
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<td>Efficient in operations</td>
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<table>
<thead>
<tr>
<th>Core Competencies for Managers</th>
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<td><strong>In addition, our managers...</strong></td>
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<tr>
<td>Support the Strategic Plan</td>
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<td>Provide leadership</td>
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<td>Empower others</td>
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<td>Comply legally and ethically</td>
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<tr>
<td>Manage performance</td>
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<td>Build trust</td>
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But what does it look like in real life?

The Core Competencies for Managers are defined as follows (using the professional development programs for Baylor University and the United Nations as a standard):

**Support the Strategic Plan**
- Understand the Big Picture and communicate it to your team
- Think globally
- Manage change
- Be flexible

**Provide Leadership**
- Let people know where they stand
- Acknowledge and celebrate team accomplishments
- Lead with courage—make decisions and stand behind them
- Face up to problems quickly and directly
- Don’t be afraid to take negative action when necessary (probation, firing, etc.)

**Empower others**
- Hire good people and let them do their jobs
- Use delegation as a developmental tool
- Provide constructive feedback that helps people to learn from their mistakes
- Invite input; share ownership, visibility, and responsibility
- Be aware of each employee’s career goals
- Encourage people to develop their gifts/skills – even if it means they may eventually leave you or the university

**Comply legally and ethically**
- Keep up with the legal implications of various management practices
- Make sure your management practices are well within legal parameters
- Keep abreast of university policies and fulfill your responsibilities accordingly
- Use fair and legal hiring practices

**Manage Performance**
- Hold yourself and your employees accountable for accomplishing departmental goals and meeting standards
- Establish clear expectations and directions
- Communicate priorities that will help people monitor their performance
- Use coaching, mentoring, and feedback to help people perform well
- Organize resources and processes to accomplish the work of the department effectively and efficiently
- Take action to improve performance deficiencies
- Recognize and reward good performance
- Utilize contributions of people from diverse backgrounds and different behavioral styles
- Promote team cohesiveness
- Share information

**Build Trust**
- Use fair and legal management practices
- Don’t discriminate
- Avoid even the appearance of favoritism or impropriety
- Keep confidences
- Do what’s right
- Tell the truth and be direct
- Be approachable