UNIVERSITY OF CALIFORNIA

UC Core Competency Development

Activities and Learning

Where do you want to be, and what do you want to be doing in the next two years? Five years? Only you can answer that question and having a clear development plan is the key. Professional development is a deliberate and planned approach to growing your knowledge, skills and abilities, discovering your potential and finding career success or advancement. Setting goals is a key part of development, but that is only half of the equation. At UCOP we have introduced an updated competency model that reflects the mission, vision and values of the University of California. The competencies are the cornerstone of staff development and performance.

While your goals allow you to focus on job content, or "what" you are going to accomplish, competencies reflect the attitudes and behaviors of your role; or "how" you achieve your goals. The competency model provides a common language to focus on professional development and is transferrable to *any* staff role at the university.

When planning your professional development, consider the 70:20:10 model as you identify how to build your skills and select a mix of development options. This guide provides some activity ideas and classes that will help you with your development, but is certainly not an exhaustive list. The sky is the limit when it comes to your future!

The 70:20:10 Model

70%	Learning through work assignments
20%	Learning with others /Social Learning
10%	Formal Learning through training

Development options when applying 70:20:10

Experiences in or beyond role	Relationships and feedback	Programs and courses
• Special projects	• Peer feedback	• Linked In Learning
• Interim/temporary roles	• Leader feedback	• Classroom instruction
• Cohort teams	• Coaching	• Immersion programs
• Community involvement	• Mentoring	• Reading & self-study
• Stretch assignments	• Role modeling	• Workshops and seminars
• Rotations		• UC Extension
• Lateral moves		• Community College
• Cross-division moves		

Developmental Activities and Learning for
UC Core Competencies

Achieving Results

Continuous Improvement

Strives for high-quality performance in self and the organization. Takes initiative in an ongoing effort to improve products, services or processes to deliver optimum results. Is resourceful, seeks alternatives and broad input; measures outcomes.

Core Behaviors	Manager/Leader Behaviors
• Adopts ideas, technology, and practices that increase efficiency, eliminate waste, and improve performance	• Drives improvement, continually searching for new ways to position the organization for success
• Is reflective; takes initiative to make improvements to current work	• Supports others who take calculated risks
• Uses data, feedback, and input from others to improve the quality of products and services	• Recognizes and rewards initiative and innovation

On the Job

- Relaunch an existing product, service, or process that is not doing well by gathering input from end users and trying things not tried before.

- Facilitate a brainstorming session—define and clarify the problem/opportunity, generate ideas using various techniques, and narrow the list to solutions you want to strengthen, test, and implement.

- Benchmark innovative business models, practices, processes, products, or services that come from both well-known and non-traditional sources, and report your findings to colleagues.

- Take part in an entire innovation cycle for a new product/service—from research, design, concept refinement, and prototyping, through to its launch and use.

- On large projects, establish a plan with pre-determined checkpoints at which you will evaluate progress and consider whether a change in direction or approach is necessary.

- Identify an unmet need and experiment with different ways to fill the gap. Practice seeing failures or mistakes as opportunities to learn.

- As you, plan improvement projects, set milestones and criteria for success.

On Your Own

- Volunteer with a professional or service organization to help improve programs or services.

Linked In Learning

- Process Improvement Foundations
- Stay Lean with Kanban
- Improving Employee Performance
- Reputation Risk Management

- Enhancing Team Innovation
- Success Habits
- Jeff Dyer on Innovation
- Succession Planning
- Culture of Kaizen

- Powerless to Powerful: Taking Control

- Prioritizing Effectively as a Leader
- Project Management Foundations
- Managing To-Do Lists
- Take a More Creative Approach to Problem-Solving
- Recognizing and Rewarding Your Workers
- Successful Goal Setting
- Disrupting Yourself
- Building Resilience as a Leader
- Being the Best You: Self-Improvement Modeling
- Discovering Your Strengths

Continuous Learning

Demonstrates responsibility and ownership for one's job and career path by identifying and expanding skillsets needed to perform successfully on the job. Consistently works to learn and increase knowledge. Asks for help when needed, admits mistakes and is open to feedback.

Core Behaviors	Manager/Leader Behaviors
• Takes responsibility for one's own development; maintains fluency in appropriate work applications, software, or tools	• Creates opportunities for learning and development throughout the organization
• Keeps up-to-date on current research, trends, and technology in one's field; identifies and pursues areas for development and training that will enhance job performance	• Gives team members autonomy to determine how to complete work; delegates effectively
• Seeks coaching and feedback to increase self-awareness and personal growth	• Ensures that knowledge and learning is shared across the organization; recognizes staff who learn from each other

On the Job

- Take on a task that you have never tried or dislike doing, and is outside of your usual area. Stick to it and focus on the learning that happens.

- Teach/coach someone how to do something for which you are an expert. Invite them to tap into your knowledge and the lessons you took from your experiences.

- Attend a course or event that will push you beyond your usual limits or outside your comfort zone.

- Find and spend time with an expert to learn something in an area new to you, in either a work or non-work setting.

- Take on an assignment outside of your current organizational area to practice working within a different organizational culture.

- Complete an individual development plan to define areas in which you wish to develop and set actionable steps to take in developing in those areas.

- Consult with your manager regarding organizational needs; determine and how you can develop yourself to meet those needs.

Linked In Learning

- Be More Productive: Take Small Steps, Have Big Goals
- Developing Self-Awareness
- Developing a Learning Mindset
- Building Self-Confidence
- Holding Yourself Accountable
- How to Develop your Career Plan
- Tony Schwartz on Managing Your Energy for Sustainable High Performance
- Managing Your Career as an Introvert
- Learning Agility
- Learning to Be Assertive
- Teamwork Foundations
- How to Be Promotable

- Learn Emotional Intelligence, the Key Determiner of Success
- Overcoming Imposter Syndrome
- Being an Effective Team Member
- Leading with Emotional Intelligence
- Being Your Own Fierce Self-Advocate
- The Practices of High-Performing Employees
- Managing Self-Doubt to Tackle Bigger Challenges
- Leading and Working in Teams
- Being a Good Mentee
- Learning from Failure
- Prioritizing Your Tasks
- Grit: How Teams Persevere to Accomplish Great Goals

Problem Solving

Anticipates and identifies problems; conducts appropriate analysis to understand stakeholder interests. Generates and evaluates alternative solutions. Takes thoughtful risks.

Core Behaviors	Manager/Leader Behaviors
• Evaluates the pros and cons, risks and benefits of different solutions; prioritizes opportunities and challenges in order to solve urgent, high impact problems first	• Fosters an environment where employees feel safe raising issues, offering solutions and input
• Works effectively with others to solve problems and make decisions; seeks input from partners	• Accountable for decisions and actions when solving problems
• Identifies issues and addresses them in a timely, data driven and transparent manner to achieve sustainable and optimal results	• Utilizes broad organizational knowledge to identify root causes and potential impacts of proposed solutions

On the Job

- Pay attention to improving your problem-solving techniques, especially under time pressures. Many of your decisions may be flawed because they were made too quickly without sufficient information. Consider the following points before finalizing your decisions:

  ○ Consider priorities based on importance and urgency, not what you find easiest.

  ○ Ask yourself if colleagues could provide further relevant facts or advice.

  ○ Be aware of long-term as well as short-term effects.

  ○ Be deliberate and ensure that you have considered alternatives. Keep a log of decisions and the alternatives you considered. Try to develop at least one or two non-traditional alternatives to evaluate prior to making a final decision.

- Develop a greater awareness of issues peripheral to business-related problems; seek greater input on problems before making decisions.

- Look for relationships in problems. Diagram problems on paper and try to connect elements involved; determine the ebb and flow of information and responsibilities.

- Make a conscious effort to analyze a project for any unique combinations of data or sequencing, which may lead to more efficiency, less cost, or higher quality. Share these ideas with colleagues to get feedback.

- When information is unavailable and firm decisions are necessary under tight time constraints, supplement deductive reasoning with judgments and use probability estimates.

- Analyze the outcomes of several decisions you recently made. Ask yourself, "What would have improved the outcome?" What would have helped you in making the decision?

Linked In Learning

- [Take a More Creative Approach to Problem-Solving](#)
- [Problem Solving Techniques](#)
- [Solving Business Problems](#)
- [Working with Difficult People](#)
- [Improving Your Judgment for Better Decision-Making](#)
- [Making Better Decisions by Thinking in Bets](#)
- [Learning Design Thinking: Lead Change in Your Organization](#)
- [Managing Up, Down, and Across the Organization](#)
- [Managing Anxiety in the Workplace](#)
- [Making Quick Decisions](#)

- [Project Management: Solving Common Project Problems](#)
- [Time Management Tips: Teamwork](#)
- [Working on a Cross-Functional Team](#)
- [Be More Productive: Take Small Steps, Have Big Goals](#)
- [Driving Workplace Happiness](#)
- [Thriving @ Work: Leveraging the Connection between Well-Being and Productivity](#)
- [Taking Charge of Technology for Maximum Productivity](#)
- [Organizational Thought Leadership](#)

Service Focus

Values and delivers high quality, professional, responsive and innovative service to all customers. Establishes and maintains positive, long-term working relationships.

Core Behaviors	Manager/Leader Behaviors
• Seeks and uses feedback from a variety of sources to improve service quality	• Holds self and team members accountable for high quality work and stakeholder relationships
• Meets and often exceeds expectations; ensures that stakeholder needs are fulfilled; honors commitments and keeps promises	• Provides team members with clear direction and support in meeting their service delivery objectives
• Adapts service delivery to meet the needs of diverse client base	• Ensures that service delivery roles, responsibilities and reporting lines are clearly defined, understood and accepted

On the Job

- How would you identify your department's "constituents and stakeholders?" Create a list of who you believe are your constituents and stakeholders. Interview or develop a questionnaire to evaluate whether your department is meeting their needs.

- Based on your constituents' and stakeholders' stated needs, develop a system or process to meet these needs.

- Interview leaders, direct reports and your peers to understand how your department's services fit into the larger picture within UCOP.

On Your Own

- Take note of exemplary customer service in many contexts at work and outside of work. Consider questions such as: Who are the stakeholders? How were the customers recognized? How were difficult people handled respectfully?

- Apply what you have learned through observations to your own settings.

Linked In Learning

- Consulting Foundations: Client Management and Relationships
- Customer Service Mastery: Delight Every Customer
- Building Accountability into Your Culture
- Leading through Relationships
- Creating a Positive Customer Experience
- Working with Upset Customers
- Holding Your Team Accountable
- Personal Effectiveness Tips
- Getting Things Done

- Customer Service: Managing Customer Feedback
- Grit: How Teams Persevere to Accomplish Great Goals
- Quality Standards in Customer Service
- Building Rapport with Customers
- Design Thinking: Customer Experience
- Setting Business Unit Goals
- Customer Service Strategy
- Customer Service: Serving Internal Customers

Building Relationships

Belonging and Community

Models, fosters, and promotes the University Of California Principles Of Community. Demonstrates empathy and respect for all people regardless of differences; promotes fairness and equity. Cultivates, champions, embodies, embraces, and supports a sense of diversity, equity, inclusion and belonging.

Core Behaviors	Manager/Leader Behaviors
• Engages others in a way that makes them feel valued and accepted	• • Creates a positive work environment that is free from discrimination and harassment
• Values diverse people, experiences and ideas; cultivates and maintains an environment of inclusion that empowers all team members to contribute ideas and achieve goals	• Draws on diversity of skills, backgrounds and knowledge of people to achieve more effective results
• Is self-aware, understands one's impact on others; treats all people with dignity, respect, and equity	• Ensures that conflicts are resolved in ways that leave all team members feeling respected and heard

On the Job

- Identify a cultural group or cultural issue(s) that you are unfamiliar with and desire to learn more about. Find a program or Employee Resource Group (ERG), who can help you expand your knowledge of them or the issue(s) and assess its impact on your communication behavior.

- Develop a relationship with an individual from an ethnic group different from your own. Ask them if they are comfortable sharing insights about their culture.

- Encourage your colleagues to express their disagreement when you sense there is a difference of opinion not being expressed.

- Emphasize the importance of each team member's contribution and demonstrate how all of their jobs operate together to help the entire team reach its goals.

- Solicit input from all team members, especially team members who are quiet or whose opinions are in the minority

- Ask team members about behaviors that help them to feel respected and valued at work. Strive to engage in those behaviors.
- Get familiar with the WCAG 2.0 Web Accessibility standards for documents and presentations to ensure your visual materials are accessible to all.
- Listen and be open to feedback from others to develop a sense of how your actions may impact colleagues.

On Your Own

- Reflect on your own experience and identify a situation where another point-of-view was different from your own. Ask yourself, "What would have made that situation better?" and "Was there a decision made, and if so, what was the outcome?"

- Read a book on intercultural communication to understand how cultural values and beliefs affect communication behavior and style.

- Attend a multicultural event to learn and experience more about different ethnic groups. Contact your ethnic studies or diversity education department for upcoming events.

Linked In Learning

- Motivating and Engaging Employees
- Bystander Training: From Bystander to Upstander
- Diversity, Inclusion, and Belonging
- Teaching Civility in the Workplace
- Unconscious Bias
- Being Your Own Fierce Self-Advocate
- Multinational Communication in the Workplace
- Managing Multiple Generations
- Confronting Bias: Thriving Across Our Differences

- Inclusive Leadership
- Managing Team Conflict
- Grit: How Teams Persevere to Accomplish Great Goals
- Fighting Gender Bias at Work
- Cultivating Cultural Competence and Inclusion
- Skills for Inclusive Conversations

- Leading Inclusive Teams
- Communicating about Culturally Sensitive Issues
- Women Transforming Tech: Breaking Bias
- Being an Effective Team Member
- Building Self-Confidence
- Developing a Learning Mindset
- Managing Self-Doubt to Tackle Bigger Challenges
- Driving Workplace Happiness
- Learn Emotional Intelligence, the Key Determiner of Success

- Managing Anxiety in the Workplace
- Leading with Kindness and Strength
- Working with High-Conflict People as a Manager
- Becoming a Male Ally at Work
- Developing Cross-Cultural Intelligence
- Communicating Across Cultures

Collaboration

Interacts with others in ways that demonstrate collaboration and cooperation. Builds partnerships with others to achieve organizational results. Cultivates, builds, and maintains positive relationships across the organization.

Core Behaviors	Manager/Leader Behaviors
• Cooperates with others; shares information and knowledge to identify and implement solutions in which all parties can benefit	• Fosters an open environment where employees feel safe providing constructive feedback
• Helps and supports fellow employees in their work to contribute to overall success	• Develops and cultivates mutually beneficial work relationships and alliances inside and outside the organization
• Places the needs of the team above self-interest; builds and maintains effective working relationships	• Encourages and assists others in building networks to improve relationships and maximize results

On the Job

- Take a leadership role on a UCOP committee or workgroup.

- Study the UCOP organizational chart to understand the Divisions and how they interact.

- Understand the role your department contributes to the mission of UC and UCOP. If possible, interview managers who are knowledgeable about the organization. Think of new ways you can contribute to your department's interaction with other departments.

- Develop a working relationship. Whenever you have contact with a person from another department, take time to learn something new about their department.

- Work on a project with someone you have disagreed with in the past so you can practice give-and-take dialogue, working through conflict, and finding shared goals and values.

- Volunteer to make a presentation on a group project. Ask everyone who participated on the project to help with the presentation and then debrief the situation after you are done.

- Resolve an issue in conflict between two people, units, geographies, functions. Help them share their perspectives, build understanding, and bring the issue to resolution.

- Manage a cost-cutting exercise or a project where there are various perspectives and inherent conflict, where you need to solve the problem and keep all parties satisfied.

- Take on a project that is too large for one person and requires cross-organizational collaboration in order to achieve results and solve the problem.

Linked In Learning

- Collaboration Principles and Process
- Working on a Cross-Functional Team
- Collaborative Design: Vision and Strategy
- Learning to Be Approachable
- Collaborative Leadership

- Being an Effective Team Member
- Communication within Teams
- Managing Your Professional Network
- Being Positive at Work
- The Culture Code

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- [Leading and Working in Teams](#)
- [Business Collaboration in the Modern Workplace](#)
- [Leading through Relationships](#)
- [Prioritizing Your Tasks](#)
- [Learning to Be Assertive](#)
- [Dream Teams: Working Together Without Falling Apart](#)

- [Having Difficult Conversations](#)
- [Implementing Creative Feedback the Win-Win Way](#)
- [Teamwork Foundations](#)
- [Mentoring Others](#)
- [Delivering Results Effectively](#)

Communication

Clearly and effectively shares information both orally and in writing. Uses the most appropriate and effective medium for communicating. Adapts and adjusts messages in line with audience experience, diversity and background. Seeks input and actively listens; checks for understanding of messages.

Core Behaviors	Manager/Leader Behaviors
• Consistently shares accurate, timely information; takes into account audience and communication method	• Speaks honestly about issues; seeks the truth about a situation, no matter how unpleasant
• States opinions honestly and in a straight-forward manner; maintains open dialogue with others; actively listens	• Listens to concerns and carries them up the organizational chart; shares senior management strategies and information with employees
• Written and verbal communications are consistently clear, concise and appropriate to the audience	• Sets and demonstrates high standards of integrity; practices discretion; demonstrates diplomacy and tact

On the Job

- Interview your manager to get their perspectives on how the communication process is perceived at UCOP.

- Have a trusted colleague or friend give you feedback on your communication abilities. Ask the person to be very specific in their feedback, e.g. your use of gestures or particular words and other unconscious communication behaviors.

- For a period of one week, list the type of communication you do during the week. For example, when you make a telephone call ask yourself, "What was the topic? What was I trying to accomplish? What was the result?" When did you use the written word to communicate? How often did you use email or other technology to communicate? How effective were your communication efforts?

- Take a course in the delivery of presentations. Learn how to incorporate presentation technology and visual aids (e.g., chart pads, overheads, videos, PowerPoint) in your presentations.

- Practice your listening skills by rephrasing what you think the person said. Paraphrase questions you are asked to make sure you have understood the meaning of the question.

- In a staff meeting, bring out the positive ideas of others by verbally "playing back" to them what you heard, then probe to see if you have reached a deeper understanding of their position.

- To learn how to receive information from someone who disagrees with you, summarize or restate their position of disagreement. Ask the individual to verify whether your understanding is accurate. Neither of you may change your minds, but at least you may have learned to listen more effectively.

- Take on more written work assignments. See your supervisor for assignments.

- Analyze effective and ineffective samples of writing and apply what you have learned to your own writing.

- Outline what you want to say before you begin writing.

- Practice paying attention to both the content of message and the feelings and intentions behind the spoken words. When appropriate, ask specifically for feedback.

- Take the time to learn how others feel about an issue, and determine how they think the problems should be resolved.

- Encourage your employees to express their disagreement when you sense there is a difference of opinion not being expressed.

On Your Own

- Learn and use a new word in your conversations or discussions each week. Try to incorporate the new words in your written communications.

- Volunteer or pursue opportunities to give presentations to become more comfortable before groups.

- Attend presentations and lectures to learn how experienced speakers express themselves. Consider what the speakers could have done differently to be communicators that are more effective.

- Read literature about body language. Incorporate the skills you learned into daily life.

- Join a writing group and have your written samples evaluated regularly. Incorporate the group members' feedback into your communications.

- Start an idea notebook for writing ideas, dreams, stories, etc., that you find provocative; they may be useful later.

- Strengthen your business writing guidelines by reading business manuals.

Linked In Learning

- Humble Inquiry: The Gentle Art of Asking Instead of Telling
- Conducting Motivational 1-on-1 Reviews
- Communicating with Empathy
- Communication Tips
- Communicating In the Language of Leadership
- Implementing Creative Feedback the Win-Win Way
- Interpersonal Communication
- Communicating with Confidence
- Business Etiquette: Phone, Email, and Text
- The Key to Good Communication: Your Audience

- [Overcoming Your Fear of Public Speaking](#)
- [Organizational Thought Leadership](#)
- [Establishing Credibility as a Speaker](#)
- [Multinational Communication in the Workplace](#)
- [Listening to Customers](#)
- [Grammar Foundations](#)
- [Managing Up, Down, and Across the Organization](#)
- [Effective Listening](#)
- [Compassionate Directness](#)

- [Improving Your Listening Skills](#)
- [Communicating with Charisma](#)
- [How to Present and Stay on Point](#)
- [Communicating to Drive People to Take Action](#)
- [Writing a Business Report](#)
- [Communicating with Diplomacy and Tact](#)
- [Own Your Voice: Improve Presentations and Executive Presence](#)
- [Organization Communication](#)

Creating the Future

Change Agility

Anticipates and adapts to change. Supports change initiatives by energizing others at all levels and ensuring continued commitment when faced with new initiatives. Demonstrates tolerance and adaptability when dealing with ambiguous situations. Effectively plans for change and deals with setbacks through flexibility and resilience.

Core Behaviors	Manager/Leader Behaviors
• Adapts approaches as needed to address changing priorities; is flexible, open, and receptive to new approaches; willing to step outside of one's comfort zone	• Creates a supportive environment in which team members anticipate and are able to adapt to change
• Seeks to understand context while navigating through organizational change	• Actively supports change initiatives; holds team members accountable to adopt change
• Aware of own and others' responses to change and responds in a way that is productive for the organization and its team members	• Actively builds awareness of change strategies and change impacts to team members; serves as a liaison between the team and change leaders

On the Job

- Join professional organizations that will build your knowledge and allow you to meet your counterparts from other organizations. Ask them about their approaches, systems, or solutions and assess the relevance to your organization.

- Look for opportunities to gain experience working in a cross-cultural setting where you are required to work with people who come from different backgrounds and have different experiences.

- Work on a cross-functional task force where you interact with people from different backgrounds and areas of the organization.

- Volunteer to lead a project or take on a role that is related to your area of expertise where you have less experience.

- Find a mentor. Look for a person whom you admire and who demonstrates very strong skills in analyzing issues and solving problems creatively.

- Set tasks that force you to shift gears, such as being a spokesperson in a tough issue, making peace with an enemy, or managing a team of novices. Try new behaviors and seek feedback on your approach.

- Support the implementation of a controversial new project or process that was not your idea and that you do not fully agree with. Mentally rehearse how you will respond to challenges from your audience.

- Take on a tough project where there are no clear answers or paths to completion. Wear different hats as you figure out how to deal with the variety of situations.

Linked In Learning

- Change Management for Projects
- Developing Adaptable Employees
- Developing Adaptable Managers
- Communicating in Times of Change
- Creating a Culture of Change
- Enterprise Agile: Changing Your Culture
- Aaron Dignan on Transformational Change
- Enhancing Resilience
- Disrupting Yourself
- Managing Organizational Change for Managers

- Handling Workplace Change as an Employee
- Change Management Foundations
- Leading Your Team Through Change
- Cultivating Mental Agility
- Ken Blanchard on Servant Leadership
- Embracing Unexpected Change
- Building Resilience
- Gary Hamel on Busting Bureaucracy
- Leading Change

Mission and Vision Focus

Shows understanding of and commitment to the UC mission and vision.

Core Behaviors	Manager/Leader Behaviors
Uses the organization's mission and vision as guideposts for decision-making	Clearly communicates a team mission and vision that aligns with University goals
Connects individual role and aligns goals in fulfillment of the UC mission and vision	Harnesses information and opportunities to more effectively achieve the mission and vision of the organization and the University
Inspires others to achieve the mission and vision of the organization and the University	Proactively builds an environment where all team members strive to excel

On the Job

- Assist a floundering team in developing a clear sense of purpose and a compelling vision for the future.

- Take a strategic assignment that involves charting new ground and communicating the vision to a critical audience.

- Prepare and present a strategic proposal to senior leaders that involves a change in direction and a request for sponsorship and resources.

- Lead or be a team member on a start-up that requires creating a team charter to unify, focus, and inspire the team.

Linked In Learning

• Vision, mission, goals, objectives, and strategy	• Goal Setting: Objectives and Key Results (OKRs)
• Leading with Values	• Communicating Values
• Human-Centered Leadership	• Vision to Values
• Effective Listening	• Organizational values, vision, and mission
• Using Questions to Foster Critical Thinking and Curiosity	• Grit: How Teams Persevere to Accomplish Great Goals
• Organization Communication	• Making Better Decisions by Thinking in Bets
• Be More Productive: Take Small Steps, Have Big Goals	• Improving Your Judgment for Better Decision-Making
• Drive the Vision with Mission-based Action	

Stewardship

Demonstrates accountability, discretion and sound judgment when utilizing tangible and intangible University resources to ensure the public trust.

Core Behaviors	Manager/Leader Behaviors
• Acts in a manner consistent with the UC Standards of Ethical Conduct and other UC policies	• Holds team members accountable for upholding the UC Standards of Ethical Conduct and other UC Policies
• Utilizes available resources (people, processes and tools) to achieve organizational goals; models accountability	• Identifies ways to share resources, promoting greater efficiencies across the University and communities served
• Understands and adheres to safety guidelines; reports and corrects potential threats; models safe behaviors	• Holds team members accountable for adhering to safety guidelines, reporting and correcting potential threats; and modeling safe behaviors

On the Job

- Work with an analyst to create a financial justification for the major purchase of equipment, materials, program, or system for your organization.

- Perform an audit on your team's spending by examining your operations and present its findings and recommendations to your team. Anticipate the questions that are likely to come up and ensure you are equipped to answer them.

- Create an online financial skills training course for new employees. Teaching someone else can be a great way to embed your own learning.

- Attend a meeting of the finance committee and summarize the main issues on the agenda. Ask for input from a member of the committee following the meeting to help clarify anything you are unsure about.

- Lead your team in creating an annual budget, with full justification for all spending decisions. Build a robust business case and be prepared to talk through it.

Linked In Learning

- Holding Your Team Accountable
- Executive Leadership
- Fred Kofman on Accountability
- Be More Productive: Take Small Steps, Have Big Goals
- Organizing Your Office for Maximum Efficiency

- Developing Resourcefulness
- Values and Ethics: Case Studies in Action
- Business Ethics
- Psychological Safety: Clear Blocks to Innovation, Collaboration, and Risk-Taking