

UHCL LEADERSHIP ACADEMY

PROGRAM OVERVIEW

UHCL LEADERSHIP ACADEMY is a new, tiered leadership program at UHCL. This program allows leaders, as well as aspiring leaders, to build a body of knowledge and skills to make them more effective in their current role as well as preparing them for future responsibilities. This program encompasses fifteen modules, beginning with more procedural items and building up to more complex leadership development theories.

The course offering is broken into tiers based on complexity of the issues and skills at play. Participants will be certified at the completion of each tier, with the culmination of the program being a 360 degree review.

Modules will be approximately 3 hours long to allow time for thorough topic exploration and application. Within a given tier, modules may be completed in any given order, with the exception of "Introduction to Supervision," which must be the first module attended, and the 360° review, which will be the last.

Each module will provide user-friendly tools to apply in day-to-day work and offer opportunities for reflection.

FAQ'S

What if I have previously attended Leaders in Action or Stepping up to Supervisor? Am I disqualified?

All employees are welcome to earn their certification. If you are interested in the Academy and have participated in these programs or other leadership opportunities offered by your Training & Development department, contact Holly Sobota to find out what credits you may earn.

How do I enroll in this program?

Enrollment is opened in the spring and summer each calendar year. Announcements will be made regarding the application process for the program.

How quickly can I be certified?

The leadership journey is a marathon, not a sprint. You may participate in six modules per calendar year, depending upon availability. We hope that you will build upon your skill set along the way and seek to apply them in your work.

What if I get to level 2 and want to take a break for a bit?

That is fine. This program is designed so that you can participate as you wish or are able, so you could get certified at level 1 or 2 and stop there if you wish – it is based on what you want to achieve and what you can commit to. However, failure to attend a confirmed module may result in a delay of eligibility for future modules.

When will the modules take place?

Sessions and dates for each quarter will be announced several weeks prior to the start of the quarter. They will be scheduled to attempt to accommodate various schedules and enrollment will be first-come, first-serve via the e-Services training portal.

LEADERSHIP ACADEMY CURRICULUM

TIER 1 – NUTS & BOLTS

THE GOOD...THE BAD...THE UGLY...

This session will ease us into the tougher discussions we will have later – we will touch on some basic but vital building blocks. We will explore all the topics that “nobody ever tells you.” This will include liability issues, changes in relationships with coworkers and your leader, new political faux pas, etc.

EMPLOYMENT LAW

We will explore employment law in a hands-on fashion to understand how statutes are applied via case law and how this can look in real life. We'll explore the current political climate and how that can influence how these laws are interpreted. The purpose of this module will be to give participants a knowledge of which laws are important for supervisors to know as well as rights for both supervisors and employees.

SETTING EXPECTATIONS AND PERFORMANCE ASSESSMENTS

Learn best practices in setting clear expectations, measurable goals, and how to breed accountability with a team. We will also explore the UHCL performance assessment process and form in detail.

DISCIPLINE

When should I start documenting performance problems? What do I need to document? When should I get Human Resources involved? Learn best practices for good documentation and what the discipline process will look like.

TIER 2 – BUILDING A TEAM

LEADING AN EFFECTIVE TEAM

Not everyone who works in the same department is on the same team. The dynamics of a healthy team are important, and if even one is not working, it can throw your productivity off track.

COACHING

During our session, we will de-mystify this much over-lauded topic. We'll learn how to apply techniques that help employees solve problems on their own.

DEVELOPMENT

In order to keep employees engaged, we need to develop them in a variety of ways. Learn best practices and tools to use with your own teams for development.

HIRING

Learn best practices in both sourcing and selecting candidates to fill vacancies on your team. In this module, we will learn both best practices and UHCL process for posting & filling jobs.

TIER 3 – GETTING THROUGH THE HARD TIMES

CONTINUOUS IMPROVEMENT

In today's ever-changing world, it is imperative that we keep our eye on the prize. Learn how to make sure your team takes the time to evaluate work processes, customer service, and when using key performance indicators might be useful.

COMMUNICATION & TRUST

A truly effective leader understands the needs of his or her people and engenders an environment of openness. Learn how to do that, as well as things you may be doing to hinder such an environment.

CONFLICT MEDIATION

As leaders, it will be your job to step in and put a stop to conflict that is negatively affecting your team. Learn effective approaches to encourage conflict resolution at the employee level, as well as successful mediation techniques when that doesn't work.

CHANGE LEADERSHIP

Change is hard for everyone. Learn common mistakes organizations and leaders make when attempting to initiate and/or survive a change, as well as ways to help get you and your team through it.

TIER 4 – THE CULMINATION

SUCCESSION PLANNING & KNOWLEDGE CAPTURE

You have learned effective tools for getting great performance out of your employees. Now, use that to effectively analyze your workforce and plan for the day when you're ready to move up for your next role.

MOTIVATION AND DELEGATION

It's hard to keep employees motivated, especially during the hard times. Learn tried and true ways to keep your team together when times get tough.

360° REVIEW

Gulp! This is it. It's all been leading up to this. Don't be fooled – this is not for the meek. Ask your coworkers, superiors, and direct reports for honest feedback on your performance in many important areas. You and your manager will work together to choose those will give you feedback.

This is not a group training session, but will be a personalized coaching experience between employee, manager, and the T & D department. We will use this tool to prepare development plans for participants.

APPLICATION TO THE UHCL LEADERSHIP ACADEMY

Sign me up! I would like to attend the Academy.

Applicant Name: _____

Applicant Employee ID: _____

Applicant Department: _____

Applicant Title: _____

Supervisor Approval: _____

Print Name

Sign Name

Spring applications will be accepted through February 2, 2018.

Submit complete, signed applications either through interoffice mail or scan and e-mail to:

Holly Sobota, T & D Specialist

sobota@uhcl.edu

Office of Human Resources, B2537, MC 167

Selection Criteria:

No employee will be barred from seeking leadership development at the university.

The volume of applicants in each entry period will drive selection; participation will not be rejected, but may be delayed based on volume.