

U-M ORGANIZATIONAL COMPETENCIES

The following courses are designed to support your career and professional development. The columns on the right show the competencies addressed in each course. Competencies are the knowledge, skills, and attributes needed to effectively perform in your role at the University of Michigan.

Competency Levels

- E** - Emerging (New to this competency and have not had a chance to practice it much)
- G** - Progressing (Some experience but still developing)
- P** - Practiced (A Good understanding of the competency)
- S** - Seasoned (Very good grasp of the competency. You demonstrate your abilities on a regular basis)
- M** - Master (You have full and complete grasp of the competency and are sought out for your skills)

Courses and Competencies	<div style="display: flex; justify-content: space-around; text-align: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Advancing the Mission</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Building Relationships/ Interpersonal Skills</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Communication</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Creative Problem Solving/ Strategic Thinking</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Development of Self and Others</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Leadership/Achievement Orientation</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Quality Service</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Adjusting to Change</div> </div>							
	AM	BI	CO	CS	DO	LA	QS	AC
7 Skills That Give YOU the Extra Edge!		G			G	G		
Achieving Success Through Effective Goal Setting				G	G	G		
Adding Value Through Strategic Resourcing: Focusing Your Team on the Right Things	P			P		P		
Agile Project Management for Everyone	P	G	P	P		P		
Avoiding Group Think		G	G			G		
Becoming a Leader Who Fosters Innovation	G		G			G		
Boosting Your Self-Esteem and Confidence		G		G				
Burnout Prevention for Managers: Living Life as a Human Being Instead of a Human Doing					E			E
Business Process Mapping	P			P				
Change Management: A Practical Approach to Implementing Business Processes	P			P				G
Conflict Management Skills for Women		P	P		G		P	
Crucial Accountability [®]		P	P		P		P	
Cut! That's a Wrap! Video on the Cheap			P		G			
Data Visualization for Impact			P	P				
Defeating the 8 Demons of Distraction: Strategies to Increase Productivity and Reduce Stress					G	G		
Delegating: Leading vs. Managing vs. Doing		E	G		P	P		
Developing Exceptional Customer Service Skills	P	G	P			G	P	
Developing Personal Leadership: Mastering the Art of Empowerment		G			G	G		
Difficult Conversations		P	P				P	
Driving Value Through Process Improvement (Custom Only)	P			G				G
Eat that Frog!: 21 Great Ways to Stop Procrastinating and Get More Done in Less Time					G	G		
Embracing Change and Building Your Resilience					G	G		P
Employee Coaching that Works	P	E	G		P	P		P



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Employee Engagement: <i>Who Before What</i>		G			G	G		
Enneagram: 9 Ways of Working Smarter		G			G		G	
Everything DiSC®—Building Better Workplace Relationships		G	G		E			
Facilitating Diversity, Equity and Inclusion Discussions: The Basic Skills	G	P	P		G			
Finance for the Non-Finance Manager	E							
Finding an Extra Hour Every Day: Time Management and Technology Strategies for Busy Professionals					G	G		
Fine Tuning Your Team: Performance Management Best Practices		E	G		P	G		G
Foundations of Supervision I: Maximizing Performance	P	E	G	G	P	P		
Foundations of Supervision II: Leading Others Successfully	P	E	P	P	P	P		
Foundations of Supervision III: Expanding Your Leadership Perspective	P	P	P	P	P	P	P	P
From Me and Thee to We: Developing Connections Across Difference		E	G		G			
From Verbal Combat to Consensus: The Gentle Way to Earn a Black Belt in Communication	P	P	S		P/S		P	
Generations X, Y and Beyond: Maximizing Your Team's Success		P	P		P			
Gossip Stoppers: Creating a Positive Workplace		P			P	P		
Here We Go Again: Dealing with Workplace Change		E			E			G
How to Write an Effective Job Description	G					G		
If You Build It, They will do Amazing Work: Creating an Environment of Innovation for Your Team (Custom Only)		E			P	G		
Influencer Training™				P		P		S
Influencing Management and Peers		G	G	G	P	G		G
It IS All About You: Learning About Diversity Doesn't Have to be Hard		G	G		G			
Job Crafting™					G			
Keeping Your Ducks In Line While Floating in a Pond of Tasks		G		G	P	P		
Leadership Skills for the Administrative Assistant			E	E		E		
Leading Through Change and Transition (Custom Only)	S					S		S
<i>Lean</i> Teams: From Process Analysis to Efficiency		G				P		
Listen Up! Hear What's Important, Ignore the Rest		E	G		G		G	
Managing Confrontational Clients	P	P	P		G	P	P	
Managing Effective Meetings: Moving Your Group from Chaos to Productivity (Custom Only)	P	E	G		P	P		
Managing Up: the Do's and Don'ts of Working Well FOR Others	E	G				G		

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Millennials: Managing the Generational Shift		G	G			G		G
Mind Your Manners: Workplace Etiquette		G	P		G			G
Mindful Communication		E	E		E			
No-Fail Email			G		G	G		
Optimism in the Face of Reality					E			E
Optimizing Your Microsoft Outlook: Managing Your Time More Effectively					E			
Peer Leadership: Getting Results Without Authority		G			G	G		
Play to Your Strengths! 5 Ways to Professional Success					G	E		
Prepare, Practice, and Present			P			P		
Project Management Fundamentals: Creating Your Roadmap for Success!	G	G	P	G		P		P
Raising Your Emotional Intelligence: The Workplace Success Advantage		P	P		G	G	P	G
Review! Renew! Recommit! Strategies for Enjoying and Enhancing Your Work		G			G			
Say What You Write: Verbal Communication for Professionals			G		G			
Self-Defeating Habits of Otherwise Brilliant People®		P	G		G			
Silence is NOT Golden: How to Efficiently Address Problem Behavior		P	G		G	P		
Smartphone Success: Getting More Productivity (and fun!) from Your Smartphone and Tablet Devices				E	G			
So, You're Ready to be a Supervisor? How to Make a Smooth Transition		P	P		P	P		
Spark the Leader Within: How to be Better than Average	P	G			P	G		
Straight Talk®: Using Strategic Communication for High Impact Results		P	P		P	G		
Strategic Employee Onboarding: The First 365 Days	G	E			E	E		
Succeeding with the Myers-Briggs Type Indicator (MBTI)™		G			G			
Succession Planning: A Practical Guide for Higher Education (Custom Only)	P			P	P	S		S
Supervisory Essentials: U-M Policy & Compliance	P			G	P			
Take Charge of Your Career					G			
Take Control of Your Time: A Guide to Practical Time Management					G	G		
Taking Good Notes and Meeting Minutes			G		G			
Taming the Email and Office Clutter Beast!					G	G		
Tell it Like it is: Feedback That Works! (Custom Only)		P	P		P		P	
The Art of Managing Multiple Projects and Multitasking		G	P	G		P		



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The Boomers Are Leaving! What do They Know That We Should Find out Before They Go? (Custom Only)		E			P	P		
The Organized Assistant	E			E	E	E		
The Power of Strategic Questions	P		P	S	P	S		
The Road to Highly Productive Work Teams: Creating Team Norms (Custom Only)		G			P	P		P
The Zen of Meeting Facilitation	G		G					
Time Management in “The Cloud” Using Gmail and Google Tools					E			
Turning Bad Communication Habits Into Good Ones		G	P		P	G		G
Understanding Data	P			P	P			
Use Your 6 Thinking Hats: A Creative Approach to Problem Solving	P			P				P/S
Vocal Intelligence for Empowering Women		G	P		G	G		
What’s In It For Them: Inspiring Quality Performance From The Bottom Up			G		P	G		
When Perfect Isn’t Good Enough: Coping With Perfectionism Without Sacrificing Quality		G	G		G			
Working Smarter, Not Harder: Strategic Prioritization (Custom Only)	P			P				G
Working with Difficult People and Personalities		P	P		G		P	
Write What You Say!			G		G			
Writing Effective Procedures Documents—Putting Actions Into Words			P		P			
Writing with Power			P		P			
Yes Without Guilt, No Without Fear: Assertiveness Skills		P	P		G	G		
You CAN Take It! How to Receive Critical Feedback (Custom Only)		G	G		E			
You, Inc.: Building Your Personal Leadership Brand		G			P	G		