

Module 1 - Managing at Tufts and Developing Leadership Flexibility to Achieve Results

- Understand the Tufts Leadership Competencies
- Demonstrate an understanding of the Situational Leadership Model by applying it to actual situations
- Gain awareness of your preferred leadership style and know how to change styles to improve effectiveness

Module 2 - Approaches to Challenging Communications

- Learn the Ladder of Inference Model
- Assess employee relations situations
- Gain self awareness and learn new strategies and approaches to conflict

Module 3 - Hiring at Tufts: Strategies for Success

- Appreciate the impact of good hiring practices
- Understand how Affirmative Action, diversity and non-discrimination relate to the hiring process and impact managerial practices
- Understand the Tufts University hiring process
- Practice ways to conduct a Behavioral Interview

Module 4 - Achieving Success through Performance Planning and Reward Skill Development and Performance

- Write an effective goal for individual employees' Performance Plans
- Align school/division and work unit goals with individual goals that relate to the employee's Job Description
- Use the SMART criteria to create effective goals
- Integrate the Tufts Organizational Competencies into individual goals
- Understand the programs available to managers to reward skill development and performance

Module 5 - Conducting Performance Reviews that Get Results

- Understand the benefits and challenges in the Performance Review process
- Increase your understanding of how to prepare and deliver a fair and motivating Performance Review
- Develop additional strategies to deal with challenging performance discussions

Module 6 - Manager as Coach

- Explore managerial coaching at Tufts and the benefits for employees and the university
- Examine their own coaching style, considering ways to improve it, and applying it successfully to a diverse group of employees
- Apply McClelland's Theory of Motivation in order to coach more effectively
- Identify three kinds of feedback and practicing how to deliver it
- Use this practical, hands-on, interactive workshop to build the talents of your employees and improve individual and university capabilities.