Organizational Development - workshops are designed for individuals that would like to increase awareness and understanding of increasing an organization’s effectiveness.

1. Shows sensitivity to main objectives of the organization
   a. Fundamental
      i. Understands JMU’s purpose, mission, values and services
      ii. Is sensitive to the needs of JMU students
   b. Intermediate
      i. Shows a strong service orientation
      ii. Values diversity and inclusion
   c. Advanced
      i. Is highly engaged in the success of the organization
      ii. Models fairness, motivation and genuine care

2. Understands role and impact of role on organization
   a. Fundamental
      i. Understands how his or her job impacts JMU
      ii. Provides input when appropriate
   b. Intermediate
      i. Models flexibility in role when needed
      ii. Open to evaluation and feedback to improve performance
   c. Advanced
      i. Encourages cross-training/development to share knowledge and skills
      ii. Is a representative of team/department/unit when appropriate

3. Understands JMU mission, vision and values
   a. Fundamental
      i. Understands JMU’s services and priorities
      ii. Understands JMU’s mission, vision and value statements
   b. Intermediate
      i. Personally demonstrates the JMU mission, vision and values
      ii. Demonstrates support for JMU mission, vision and values
   c. Advanced
      i. Communicates JMU mission, vision and values internally and externally
      ii. Understands need for cooperation in achieving larger organizational objectives

4. Aligns role, teams, projects and goals with organizational mission, vision and values
   a. Fundamental
      i. Aligns team goals with those of the organization
      ii. Acknowledges and rewards behaviors that support mission, vision and values
   b. Intermediate
      i. Takes initiative with organizational mission, vision and values in mind
      ii. Uses knowledge of organization and relationships to achieve results
   c. Advanced
JMU Training and Development Competencies

i. Actively seeks to identify and remove barriers which are counter to organizational mission, vision and values

ii. Looks for opportunities to improve work methods that benefit the organization and support organizational mission, vision and values

5. Builds and maintains relationships and networks
   a. Fundamental
      i. Understands how to build networks
      ii. Understands how to develop relationships in a work environment
   b. Intermediate
      i. Influences others in a positive way
      ii. Develops and maintains a network of contacts, both inside and outside the organization
   c. Advanced
      i. Appreciates the political dynamics that exist inside and outside the organization
      ii. Uses networks to bring about change and benefit the organization and customers

6. Knows and understands policies and procedures
   a. Fundamental
      i. Understands and follows current policies and procedures
      ii. Consistently interprets policies and procedures
   b. Intermediate
      i. Creates acceptance of and enthusiasm for established policies and procedures
      ii. Shows consistency when using policies and procedures
   c. Advanced
      i. Modifies and updates policies and procedures to increase effectiveness
      ii. Communicates policies and procedures to others

7. Builds and leads effective teams
   a. Fundamental
      i. Understands stages of team development
      ii. Knows what performing teams need
      iii. Understands team dynamics and power relationships
   b. Intermediate
      i. Able to assemble effective teams
      ii. Ensures that all parties have a shared understanding of the situation/vision/goal
      iii. Ensures that everyone understands each other’s roles and responsibilities and how they relate to business results
   c. Advanced
      i. Effectively leads teams through and during all stages of team development
      ii. Develops high performance teams by establishing a spirit of cooperation and cohesion for achieving goals

8. Utilizes team-based approach when working toward goals
JMU Training and Development Competencies

a. Fundamental
   i. Shares information and expertise with others to enable them to accomplish group goals
   ii. Ensures team goals are aligned with organizational mission

b. Intermediate
   i. Effectively facilitates groups to reach goals
   ii. Ensures team members have the opportunity to contribute to discussions and processes
   iii. Collaborates with others and is willing to perform duties outside of job description in order to meet goals

c. Advanced
   i. Challenges team when work does not meet quality standards
   ii. Predicts how new events or situations will affect individuals and groups

9. Has knowledge across departments in order to problem solve efficiently
   a. Fundamental
      i. Defines and solves problems
      ii. Partners with others to achieve “win-win” results
   b. Intermediate
      i. Considers costs, benefits and risks when making and implementing decisions
      ii. Prepares for potential problems before they occur
   c. Advanced
      i. Networks and collaborates with others to achieve positive results
      ii. Seeks ways to combine efforts to address common issues
      iii. Anticipates and manages risks

10. Avoids status quo mentality through expanding innovation, continued learning, and out-of-the-box thinking
    a. Fundamental
       i. Thinks big picture
       ii. Applies innovative ideas
       iii. Considers a broad range of factors and strategies when solving problems
    b. Intermediate
       i. Seeks ways to combine efforts to address issues
       ii. Actively seeks to involve others to develop creative solutions to problems
       iii. Diagnoses problems from multiple angles and with sufficient probing to generate more than one possible solution
    c. Advanced
       i. Uses knowledge of emerging trends and external forces to set direction
       ii. Produces practical solutions based on a combination of logical analysis, personal experience and professional judgment
       iii. Strives for continuous improvement through learning

11. Plans and leads effective meetings
    a. Fundamental
       i. Identifies when a meeting is needed and explains the meetings purpose
       ii. Identifies and includes appropriate individuals at meetings
b. Intermediate
   i. Uses established meeting procedures and processes (including ground rules, agendas, minutes and voting criteria)
   ii. Establishes realistic meeting expectations, follow-up and accountability
   iii. Leads meetings that are relevant, stimulating, useful and productive

c. Advanced
   i. Identifies potential issues and ways to address them when planning for the meeting
   ii. Addresses disruptive behavior
   iii. Develops strategies for overcoming obstacles and reaching buy-in
   iv. Facilitates complex meetings to respond to changes, crises and issues