IV. Leadership

Leadership workshops are designed for individuals who want to increase awareness and understanding of leadership best practices. Leadership includes influence, vision, direction, action, leading ethically, and increasing organizational effectiveness.

A. Visioning/Crafting Culture

1. Creates a vision for the present and the future for those being led including clear goals and objectives

2. Communicates the vision to others in the organization; seeks buy-in of stakeholders and customers

3. Manages change by developing, coordinating, and influencing the activity of others

4. Shows interest and enthusiasm for group/team/department/organization goals

5. Makes time to think beyond defined roles, goals, and objectives to identify ways to improve performance, innovate, and increase the potential of the organization

B. Serves as a Role Model

1. Leads by example in action, words, integrity, and ethics with a strong service orientation

2. Builds trust by being credible within and outside of their group; practices cooperation in achieving larger organizational objectives

3. Values differences and practices inclusion; sees own and others' mistakes as opportunities for improvement

4. Demonstrates integrity in the face of adversity and encourages it in others

5. Understands and is highly engaged in support of the JMU mission, vision, and values

C. Manages for Success

1. Aligns roles, teams, projects, and goals with organizational mission, vision and values; rewards behaviors that contribute to success

2. Takes initiative and works to identify and remove barriers to achieving mission and vision, and living organizational values

3. Uses knowledge of the organization and relationships to solve problems and achieve results

4. Regularly reviews and improves work process/methods

5. Seeks innovation, continued learning, and out of the box thinking to prevent status quo mentality; uses knowledge of emerging trends and external forces to set direction

D. Increases Teamwork (Advanced Teamwork)

1. Challenges team when work does not meet quality standards

2. Predicts how new events or situations will affect individuals and groups and uses this knowledge to make group processes more effective

E. Makes Sure the Work Gets Done

1. Shows ability to plan, coordinate, and execute tasks efficiently; adapts tasks and processes to improve performance and achieve goals

2. Defines customized processes to accomplish strategic outcomes

3. Delegates work, authority, and responsibility in an efficient and fair manner; holds self and others accountable for delegated items

4. Provides direction and support to team members, improves processes, and develops people by assigning challenging work that is monitored for results

5. Identifies, plans, and leads effective and meaningful meetings with clearly stated purpose, ground rules, agendas, recordkeeping, and inclusion of affected individuals

6. Identifies potential issues and ways to address them, addresses disruptive behavior, and develops strategies for reaching buy-in for change

F. Knowledgeable About Leadership

1. Demonstrates understanding of leadership related terminology, principles, policies, and procedures

2. Keeps informed about current developments in leadership within and outside of the organization

3. Consistently interprets and applies established policies and procedures; modifies, updates, and communicates them to others

G. Networking

1. Understands own role and impact of role on organization; seeks feedback to improve performance

2. Represents own area in a positive way to other areas; encourages cross-training to share knowledge and skills

3. Builds and maintains positive working relationships internally and externally with an understanding of group and hierarchical dynamics

4. Develops understanding of other departments' people and services in order to problem solve efficiently with a win/win result

5. Supports cross-departmental problem solving

H. Committed to Self-Development

1. Freely shares and accepts information, feedback and knowledge

2. Shows commitment to learning and self-development

3. Creates a culture of continuous learning, information sharing, and professional development