

SUPERVISORS AND MANAGERS

Competency Learning Bundles

The following learning bundles have been curated by the People Experience team and are focused on enhancing your knowledge, skills, and abilities in a specific competency area.

Competency: Business Insight

[Developing Your Business Acumen \(20m 31s\)](#)

Business acumen is a difficult to define combination of forethought, creativity, and agility that is a key factor in setting successful business professionals apart from their less accomplished peers. But it doesn't just come from experience. It has to be cultivated and nurtured. In this course, you'll learn how developing professional acumen enhances your leadership, communication, and decision-making skills. And further, you'll learn that influences your company's competitive advantage and explore methods for developing an operational perspective to uncover opportunities for change or innovation.

[Business Execution: How Things Get Done \(23m 54s\)](#)

Business execution is the "how" of getting things done. As a leader, you can use business execution to drive performance and strategies in the right direction, to solve problems, and to inspire others. In this course, you'll learn about the characteristics that define effective business execution culture. You'll also become familiar with the three elements needed to execute a business plan: practice, planning, and people. Finally, you'll learn actionable strategies for fostering a business execution culture.

Competency: Builds Effective Teams

[Building the Foundation for an Effective Team \(20m 46s\)](#)

The way in which teams are built is an important factor in determining a project's success. Effective team management requires strong team leadership that clearly outlines your goals and standards of behavior. In this course, you'll learn about the five stages of team development and strategies for selecting high-performing team members most suited for collaboration. You'll also learn some foundations for managing teams successfully, including how to set team goals, assign roles to individuals working on a team, and define specific guidelines for how team members should behave to minimize conflict and optimize teamwork.

[Developing a Successful Team \(20m 56s\)](#)

Anyone who is responsible for managing teams will tell you that team dynamics make a huge difference in the working environment. Developing effective project teams is one of the primary aspects of team leadership. In this course, you'll learn how to develop a team culture early on by establishing team member competencies and working to improve team dynamics. You'll also learn about methods used to encourage team participation and motivation and increase teamwork and commitment. Finally, you'll learn about the importance of assessing and improving team performance.

[Encouraging Team Communication and Collaboration \(21m 52s\)](#)

Managing teams successfully involves ensuring that team members can communicate with you and with one another and that they will collaborate effectively as a team. To achieve this, clear channels of communication are required for both on-site and virtual teams. In this course, you'll learn how to demonstrate team leadership by encouraging effective communication and overcoming communication problems. You'll explore strategies for encouraging team collaboration. Finally, you'll learn about tools and technologies that are commonly used for virtual teamwork and key considerations for establishing virtual communication guidelines.

[Strategies for Building a Cohesive Team \(20m 27s\)](#)

Team cohesion, or the strength of the links between team members, determines how effective teams will be, especially in responding to outside pressures. A team has to be cohesive if its members are to function as a unit, working closely and efficiently to achieve common goals. In this course, you'll learn methods for effectively building and managing teams that focus on improvements in three areas: communication, cooperation, and trust. You'll learn specific strategies for improving communication and promoting collaboration among staff members working on a team. You'll also learn what signs suggest a lack of trust on a team, and how you can show team leadership by using the right techniques to build trust and improve teamwork.

[Expert Insights on Leading Teams \(2h 11m\)](#)

Even the most independent person doesn't work in a bubble. Teams are where the magic happens, when individuals come together as a high-performing group to accomplish shared goals. Get your team to the next level!

[Addressing Performance Challenges \(Instructor-led Course. Facilitated by PX\)](#)

Register for this course in [DIG](#) > Library > Leadership Development

A single employee with chronic performance problems can dominate a leader's time, and drag down the productivity and morale of an entire work group. This course builds leaders' skills in handling chronic performance problems. They learn how to document and present a solid case for needed improvement and use effective interaction skills. Leaders identify the steps to take after the performance problem discussion to provide ongoing feedback and support, and determine if it is necessary to impose formal consequences.

Competency: Manages Conflict

[Handling Team Conflict \(24m 28s\)](#)

Successful teams are characterized by having a clear direction, trust among team members, effective communication, and a clear process for managing team conflict. The survival of a team depends on a leader who can quickly recognize team conflict, diagnose its cause, and implement conflict resolution strategies. In this course, you'll learn about what causes conflict on a team and the important role of healthy communication in handling conflict. You'll discover best practice approaches to dealing with conflict. You'll also explore the tenets of principled negotiation in managing conflict. Finally, you'll learn guidelines for resolving conflict that address one specific type of conflict: lack of trust.

Difficult People: Strategies to Keep Everyone Working Together (18m 33s)

Anything taken to an extreme can be a liability, including human behavior. While confident, cautious, or energetic people can be perfectly tolerable in small doses when working together, they can also be annoying or problematic when their behavior is over-the-top. Then there are people who are just plain negative - their glasses are always “half empty.” While occasional griping is acceptable when working on a team, the behavior of negative people can eventually wear you down. To ensure successful communication and collaboration in the workplace, it's vital you develop the skills needed for managing difficult people. In this course, you'll learn about the four types of difficult people: dominant-controlling, analytical-obsessive, expressive-impulsive, and skeptical-negative. You'll also discover techniques for dealing with difficult people, and for managing your own emotions.

Competency: Develops Talent

Managing Employee Development (23m 45s)

Smart companies have learned that supporting continuous learning and self-development among employees reaps dividends in productivity and employee retention rates. As a manager, you're responsible for developing people, which includes developing talent in your direct reports. In this course, you'll learn about the benefits of developing employees and assessing how their development needs can be addressed through organizational learning. You'll then learn how to prepare for and conduct a development meeting that includes the necessary development plan characteristics and support for your employees.

Coaching Techniques that Inspire Coaches to Action (23m 52s)

Successful businesses see the development of talent as an essential activity. This course identifies how coaching helps professional growth, how to develop relationships with coaches, assess their needs, and create goals to meet them.

Competency: Drives Engagement

Taking the Lead with Workplace Motivation and Engagement (20m 4s)

The best leaders are masters in workplace motivation and engagement. In this course, you will learn the characteristics of motivation and engagement, as well as techniques for optimizing both. You will also learn techniques for motivating and engaging yourself and others, in both onsite and remote situations.

Taking Action to Empower Employees (16m 40s)

The most successful business leaders know how to empower employees. Empowering employees involves giving them what they need to enable them to do their very best work. This course will cover practical ways you can empower employees so they reach their full potential, boosting job satisfaction and organizational success.

Positive Atmosphere: Establish an Engaged Workforce (13m 50s)

An engaged workforce creates a positive work environment that boosts productivity, encourages creativity, and helps you engage and retain talented employees. This in turn will make your organization more profitable and innovative, and will strengthen your employees' work ethic. In this course, you'll learn about the benefits of engaging your workforce and of establishing a positive work culture. You'll learn how to recognize common qualities of engaged employees, understand what drives employee motivation, and recognize commitment challenges. You'll also learn how employee engagement links to the bottom line by reducing turnover.