

Development Guide for Tufts Organizational Competencies

**Human Resources
Training, Learning and Development**



Definition:

The Tufts Organizational Competencies are the knowledge, skills, and behaviors that all Tufts employees are responsible for developing and applying to the work they do in support of the university's mission, goals, and values.

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ORGANIZATIONAL COMPETENCIES SELF ASSESSMENT

On the scale of 1 to 4, indicate your level of performance on each of the behaviors listed. Then refer to page 7 for next steps.

Behaviors	Low 1	2	3	High 4
1. Demonstrates essential skills for the position				
2. Shares expertise				
3. Supports others in learning				
4. Shows pride in work				
5. Commitment to ongoing development				
6. Open to different viewpoints				
7. Shows respect to others				
8. Collaborates				
9. Gives and receives helpful feedback				
10. Contributes to measurable improvements				
11. Values creativity				
12. Generates new solutions and ideas				
13. Pays attention to customer satisfaction				
14. Develops effective and appropriate customer relationships				
15. Anticipates and meets customer needs				
16. Committed to getting things done				
17. Uses multiple resources to achieve results				
18. Models desired behaviors				
19. Acts as a catalyst for change				
20. Articulates goals and objectives				

MATCHING BEHAVIORS TO THE TUFTS ORGANIZATIONAL COMPETENCIES

Circle below those behaviors where you assessed yourself at 2 or below.

1. Identify a behavior that you most want to improve and note the related Organizational Competency.
2. Find your chosen competency in this Guide and review the Actions section.
3. Choose an action you would like to integrate into your skill set and write it in the last column.

Attributes	Organizational Competency	Actions to Try
1. Demonstrates essential skills for a position	Expertise	
2. Shares expertise	Expertise	
3. Supports others in learning	Expertise	
4. Shows pride in work	Expertise	
5. Commitment to ongoing development	Expertise	
6. Open to different viewpoints	Interaction	
7. Shows respect to others	Interaction	
8. Collaborates	Interaction	
9. Gives and receives helpful feedback	Interaction	
10. Contributes to measurable improvements	Continuous Improvement	

Continued on the next page...

11. Values creativity	Continuous Improvement	
12. Generates new solutions and ideas	Continuous Improvement	
13. Pays attention to customer satisfaction	Customer Focus	
14. Develops effective and appropriate customer relationships	Customer Focus	
15. Anticipates and meets customer needs	Customer Focus	
16. Committed to getting things done	Resourcefulness/Results	
17. Uses multiple resources to achieve results	Resourcefulness/Results	
18. Models desired behaviors	Leadership	
19. Acts as a catalyst for change	Leadership	
20. Articulates goals and objectives	Leadership	

TUFTS ORGANIZATIONAL COMPETENCIES

Tufts Organizational Competencies identify knowledge, skills, and behaviors that all employees need in order to ensure outstanding performance in carrying out their job responsibilities. These competencies were identified by Tufts employees and are an important part of the way we do work.

Expertise

- Demonstrate essential skills for a position
- Share expertise
- Support others in learning and skill building
- Show pride in work
- Commit to ongoing professional development

Interaction with Others

- Demonstrate requisite communication skills
- Be open to different viewpoints
- Show respect for others
- Collaborate on joint projects and decisions
- Give and receive candid and helpful feedback

Continuous Improvement

- Contribute to measurable improvement made in systems or processes
- Develop system efficiency
- Value innovation and creativity
- Commit to generating new solutions and ideas

Customer Focus

- Pay attention to and focus on customer satisfaction
- Develop effective and appropriate relationships with customers
- Anticipate and meet the needs of both internal and external customers

Resourcefulness and Results

- Work effectively in a variety of situations
- Demonstrate good work habits, flexibility, creativity, and initiative
- Use multiple resources to achieve desired results
- See input and assess risks when making decisions
- Take action
- Commit to getting things done

Leadership

- Model desired behaviors
- Act as a catalyst for change through positive energy
- Articulate goals and objectives and their value

FIVE EASY STEPS FOR USING THIS GUIDE:

1. Revisit the “Improvement/Development” section of your Performance Review.
2. Refer to your Self-Assessment results on page 5
3. Review relevant sections of this Guide
4. Draft between one-three improvement and development goals which indicate the specific actions you will take.
5. Review your plans with your manager and agree on next steps

To get you started, the following are sample goals which can be used as a guide:

1. I will attend “Business Writing for Success,” a two-day course presented by “The Write Stuff” Training Group in Boston on October 12 and 19, 2009. I will meet with my manager the following week to identify how the course met my objective to write clear and concise documents for our department. (Expertise/Interaction With Others)
2. I will develop a feedback form for my internal customers to use to evaluate my support services. Based on the feedback, each quarter I will identify areas and actions for continuous improvement. (Customer Focus and Continuous Improvement)
3. Identify individuals who may have experience in my work and interview them for ideas about how I might be more resourceful and creative; one person per quarter. (Resourcefulness and Results)
4. Sign up for weekly email leadership tips from Dale Carnegie using the web link in the Tufts Competency Development Resource Guide. (Leadership)

LINKING THE ORGANIZATIONAL COMPETENCIES TO THE @WORK PERFORMANCE DEVELOPMENT PROGRAM

The @Work Performance Development Program (PDP) focuses the way we do our work at Tufts University. At whichever campus or school or division we work, whatever position we hold and expertise we contribute to our job, the @Work PDP provides guidelines for success.

The Organizational Competencies are knowledge, skills and behaviors that all employees are responsible for developing in support of the university's mission, goals and values. The Organizational Competencies are the foundation of the @Work PDP program because they:

- Reflect the vision and values of the university
- Describe behaviors that are important for individual success at Tufts
- Anticipate what will be required for the university's success in the future

An employee's job and the Tufts Organizational Competencies are connected because an employee's ongoing competency development:

- Improves their own skills
- Adds value to their department
- Positions the employee positively for their Performance Review and
- Provides the potential for future enhanced compensation

The Performance Development Program and the Tufts Organizational Competencies are interdependent because competencies for an employee's job are:

- Identified in the Job Description,
- Included in the annual Performance Plan to reflect the current and future skills required for the job Discussed in ongoing communications between managers and employees for performance feedback and coaching as well as during the formal Checkpoint Review, and
- Reviewed and evaluated as managers and employees discuss accomplishments for the year during the annual Performance Review



EXPERTISE

EXPERTISE

Demonstrate essential skills for a position · Share expertise · Support others in learning and skill building · Show pride in work · Commit to ongoing professional development

ACTIONS THAT DEMONSTRATE THIS COMPETENCY

Choose the actions that are most relevant for you at this time.

1. Evaluate your level of performance related to each of the essential duties and requirements of your position.
2. Look at your last performance review to compare your perception of your performance with your manager's.
3. Make an appointment with your manager to discuss how you might improve your performance relative to each essential responsibility and requirement.
4. With your manager, set goals for improving performance and/or increasing your skill level.
5. Identify resources that will help you meet those goals (for example: skills training, mentoring, specialized coursework).
6. Look for ways to share your knowledge and expertise with a new or less experienced colleague.
7. Offer to be of help to your co-workers.
8. Support others' efforts to learn and grow.
9. Think of each piece of work you touch as an expression of you. (How do you want to be perceived?)
10. Own responsibility for your work not only as a representation of your department and the University but as a team member whose work affects others.

11. Pay attention to skill and performance requirements for career development in your department or other areas of interest in the University. Ask others what you need to do to develop those skills.
12. As you develop additional skills, look for ways to practice them in your current position. Skills are like muscles – they have to be exercised regularly to keep them in shape!
13. Network with colleagues with the same or similar positions.
14. Obtain certification in a required or desired area.
15. Actively participate in Tufts' Performance Development Program.
16. Seek input on areas of improvement and development from customers and stakeholders.
17. Seek out and volunteer for development opportunities.



INTERACTION WITH OTHERS

INTERACTION WITH OTHERS

Demonstrate requisite communication skills · Be open to different viewpoints · Show respect for others · Collaborate on joint projects and decisions · Give and receive candid and helpful feedback

ACTIONS THAT DEMONSTRATE THIS COMPETENCY

Choose the actions that are most relevant for you at this time.

1. Interact with others in a manner that is straightforward, respectful, and inclusive.
2. Maintain constant awareness of how your behavior is perceived.
3. Help create an environment of respect, openness, and trust.
4. Be open to continuous improvement by recognizing and admitting mistakes, learning from them, and moving on to correct the situation.
5. Listen willingly to others and really hear their point of view.
6. Encourage people who are not speaking up to contribute. (Introverts participate differently than extroverts and frequently prefer to be invited to speak.)
7. Ask for ideas and advice from people at all levels of the organization to gain a balanced perspective on issues that affect your work.
8. Show interest in team members' ideas; ask them to share their thoughts in both formal and informal situations.
9. Draw on team members' knowledge, rather than trying to be an expert in every area.
10. Build networks across the organization and within your work group. Take time to learn more about people through informal conversations.

11. Ask people if they need help. Extend yourself to provide it if they do.
12. Set a goal to get to know people in other parts of the organization.
13. Demonstrate sensitivity to co-workers when personal situations arise. If they continue, consider referring them to their manager or Tufts Employee Assistance Program.
14. Graciously accept suggestions and information from others. Acknowledge their expertise.
15. Convey to others your respect for their feelings.
16. Show patience when others communicate differently than you do.
17. Respect people's cultural differences in the way they communicate.
18. Look for things you like about others' work. Genuinely compliment them.
19. Be honest in a respectful way.
20. Be aware of your assumptions and conclusions and question them as "facts".
21. Check your understanding of what another person is saying.
22. Consistently act in a way that is both trustworthy and trusting. Build and maintain trust with others.
23. Follow through on commitments.
24. Listen, consult, and provide others with information.
25. Recognize and appreciate the impact of emotions on situations; plan and respond accordingly.



CONTINUOUS IMPROVEMENT

CONTINUOUS IMPROVEMENT

Contribute to measurable improvement made in systems or processes · Develop system efficiency · Value innovation and creativity · Commit to generating new solutions and ideas

ACTIONS THAT DEMONSTRATE THIS COMPETENCY

Choose the actions that are most relevant for you at this time.

1. Demonstrate a willingness to move forward and think “outside the box.”
2. Refuse to be a person who says, “But we’ve always done it this way”.
3. Take thoughtful risks, knowing that often taking a risk is better than not acting at all.
4. Value creativity, innovation, and continuous improvement.
5. Look for new methods and solutions to achieve necessary results.
6. Brainstorm optional approaches.
7. Ask “what if?” questions about potential obstacles and difficulties.
8. Seek to understand ideas and opinions that conflict with yours.
9. Provide supporting information to substantiate your point of view.
10. Document processes for future reference.
11. Participate in analyzing your group’s processes and develop repeatable, manageable, and reliable work methods.
12. Offer recommendations for ways to improve the way things are done.
13. Keep up with and take advantage of new technologies.
14. Avoid justifying errors.
15. Refrain from blaming people.
16. Attack problems, not people.



CUSTOMER FOCUS

CUSTOMER FOCUS

Pay attention to and focus on customer satisfaction · Develop effective and appropriate relationships with customers · Anticipate and meet the needs of both internal and external customers

ACTIONS THAT DEMONSTRATE THIS COMPETENCY

Choose the actions that are most relevant for you at this time.

1. Your customer is anyone who depends on you for products or services. Identify your customers – individuals and groups, internal and external.
2. Think about what each individual and group needs. What are their basic expectations of you?
3. Think about what it would take to exceed the basic expectations. What would delight each of your customers and/or customer groups?
4. Understand your manager's expectations for excellent customer service and for how you will resolve difficult customer issues.
5. Interact with each customer as they would want to be treated; stand in that person's shoes.
6. Make every effort to see things from your customer's perspective. You'll be surprised how often the customer *is* right.
7. Give your customers your undivided attention.
8. Take time to interact with your customers as individuals.
9. Really listen to each customer; exercise active listening skills.
10. Empathize with your customers' concerns and needs.
11. Smile when speaking with a customer on the phone; it will come through.
12. Anticipate what a customer might need, or what obstacle he or she might encounter; offer to handle it.
13. If a customer is upset with something, manage your own emotions.
14. Always be honest; your customer will know if you're not.
15. Do what you say you will, when you say you will.
16. Be positive. Your attitude is what your customer will remember about you.



RESOURCEFULNESS AND RESULTS

RESOURCEFULNESS AND RESULTS

Work effectively in a variety of situations · Demonstrate good work habits, flexibility, creativity, and initiative · Use multiple resources to achieve desired results · Seek input and assess risks when making decisions · Take action · Commit to getting things done

ACTIONS THAT DEMONSTRATE THIS COMPETENCY

Choose the actions that are most relevant for you at this time.

1. Demonstrate the ability to act in a decisive, urgent, and committed way to achieve results.
2. Stay focused on goals and leverage resources to reach those goals.
3. Demonstrate a willingness to move forward in spite of ambiguity.
4. Take thoughtful risks, knowing that taking a risk is often better than not acting at all.
5. Share knowledge and responsibilities.
6. Establish and adhere to high standards of performance.
7. Hold yourself accountable for results.
8. Look for ways to demonstrate creativity, innovation, and continuous improvement.
9. Ask yourself if there are other ways to accomplish what you need to do.
10. Allow yourself to question whether the desired result really is the best result.
11. Consider who else might have information that might be helpful to you and the situation.
12. Resolve to find a way.



LEADERSHIP

LEADERSHIP

Model desired behaviors · Act as a catalyst for change through positive energy · Articulate goals and objectives and their value

ACTIONS THAT DEMONSTRATE THIS COMPETENCY

Choose the actions that are most relevant for you at this time.

1. Align with colleagues around vision and strategy for your work group and the University.
2. Participate in identifying goals and priorities.
3. Inspire and motivate others to achieve vision.
4. Act as a role model.
5. Follow up on commitments.
6. Take thoughtful risks.
7. Create shared responsibility among team members.
8. Set and support high standards.
9. Recognize the need for change and support it.
10. Value continuous learning and encourage others to do the same.

RESOURCES FOR IMPROVEMENT AND DEVELOPMENT

CLASSES AND WORKSHOPS

- Confirm with your manager what resources are available to support your attendance in a class or workshop—coverage, budget, etc.

To Maximize Your Investment in a Course/Workshop:

- Prior to attending, meet with your manager and discuss your learning objectives. What is it that you hope to learn and bring back from the course?
- Immediately following the course, meet with your manager and discuss specifically how you will apply what you learned to your work. What will you do differently?
- If appropriate, share course handouts with your colleagues and present highlights (key takeaways) at a staff meeting. You are more likely to retain the course content if you teach it to others

Disclaimer:

While we have experience with a few of these external programs, we cannot vouch for the quality of all of them. Feel free to contact us for any information we may have and to do your own due diligence by talking with the vendor representative and past participants. If you decide to participate in a program, we would appreciate feedback about it to add to our database.

RESOURCES FOR IMPROVEMENT AND DEVELOPMENT

Free resources for Tufts Employees

Title	Competency	Description
The Tufts University Remission Program	Multiple	Assists eligible employees in pursuing Undergraduate or Graduate-level courses offered by Tufts University. This program can be used <u>for career enhancement</u> or to pursue a particular academic interest. For information about this program, go to http://hr.tufts.edu/ . Under “Benefits” click on “Tuition Remission”.
The Tufts Staff Reimbursement Program	Multiple	Seeks to provide full-time University staff with the opportunity <u>to maintain and improve skills within their current job assignment</u> . For information about this program, go to http://hr.tufts.edu/ . Under “Benefits”, click on “Tuition Reimbursement Program”.
The Human Resources Course Calendar	Multiple	Summarizes the HR in-house courses offered for managers and individual contributors for both professional development and work/life balance. The calendar is updated biannually and can be found on the Human Resources home page http://hr.tufts.edu/
The Tufts University Learning Center	Multiple	Located at http://learncenter.uit.tufts.edu/learncenter.asp , is the home of Tufts departmental e-learning sites for Finance and UIT. Featuring web-based training (WBT) and listings for instructor-led courses (ILT), individual departments participate by creating their own sub-learning centers with a collection of customized online training to accommodate individual needs.
The Tufts University UIT Training and Documentation Department	Multiple	Provides informative, enjoyable, and innovative <u>technical training</u> to members of the Tufts community. The standard curriculum includes 100+ regularly-scheduled classes that range from beginner to advanced and cover a wide range of topics. For information and to view the training schedule, go to http://training.uit.tufts.edu .
Tufts University Employee Assistance Program (EAP)	Multiple	Provides a wide variety of online tutorials relative to workplace issues. Topics include: communication skills, dealing with difficult people, giving and receiving feedback, resolving conflict, customer service, etc. http://hr.tufts.edu . Click on “Employee Services”. Click on “Employee Assistance Program”. Log onto EAP website (username “tufts”, password “employee”) Click on “Working”.

RESOURCES FOR IMPROVEMENT AND DEVELOPMENT

All courses outside of Tufts have varying costs.

Title	Competency	Description
<p>The Boston Consortium*</p> <p>*Contact HR/ODT for approval prior to registration.</p>	Multiple	<p>The Boston Consortium is comprised of 15 Boston-area colleges and universities. The Consortium offers a variety of professional development courses for employees of its member institutions. For information and a list of course offerings with dates and locations, go to http://www.boston-consortium.org/professional_development/courses/.</p>
<p>Boston University Corporate Education Center</p>	Multiple	<p>Boston University's Corporate Education Center (BUCEC) provides continuing professional education to individuals. BUCEC offers business, management, and project management training, as well as information technology (IT) training and certificate programs. Training delivery includes: classroom instruction, online business education, and online computer courses. For information and to view the training schedule, go to http://www.butrain.com.</p>
<p>Elective Courses at the New England School of English</p>	Interaction with Others	<p>New England School of English (Cambridge, MA) http://www.nese.com</p> <p>Courses include:</p> <ul style="list-style-type: none"> • Business Communication • Business Communication for Professionals • Reading and Writing for Business • Reading and Writing for Business for Professionals
<p>Business English Programs</p>	Interaction with Others	<p>Boston Academy of English offers a Business English Program for executives, managers and other professionals of the business world who have limited time to improve their English-language skills. The Business English Program is a specialized course which is fast-paced, flexible and academically rigorous- one that complements the very needs of the clientele it serves.</p> <p>http://www.bostonacademyofenglish.com/businesseng/index.htm</p>
<p>Mistake-Free Grammar & Proofreading Training Seminar</p>	Interaction with Others	<p>A workshop that makes proofreading and grammar fun? Is that possible? You bet. This program is based on the latest research on how adults learn. It's fast-moving, so you stay interested. It's engaging, so you grasp more. "Mistake-Free Grammar & Proofreading" takes you on an adventure. The goal? To catch the grammar mistakes that can hurt your credibility.</p> <p>http://www.seminarinformation.com/details.cfm?id=11434</p>

RESOURCES FOR IMPROVEMENT AND DEVELOPMENT

Title	Competency	Description
Business Grammar & Proofreading	Interaction with Others	A one-day workshop that features a phenomenal, “no-fear approach” to business grammar and proofreading skills. This skill-packed program has been designed for busy professionals like you who want a super-fast, easy way to brush up on grammar, spelling, proofreading, and business usage. http://www.nationalseminarstraining.com
Business Writing and Grammar Skills Made Easy and Fun!	Interaction with Others	In this seminar you'll learn... <ul style="list-style-type: none"> • The "pre-writing" technique that'll have the words flowing effortlessly! • How to know if your paragraphs are in a confusing, illogical order ... and the best way to fix the problem • How to avoid the trap of wordy opening paragraphs that leave the readers wondering "Huh?" • The 12 most damaging blunders in business writing--sidestep these at all costs! • And much more! http://www.skillpath.com/seminfo.html/ST/BWG2
Business Writing for Results	Interaction with Others	This one day course will give you the skills you need to improve your writing and become a more effective communicator. Topics include: overcoming writer's block, what top executives like and dislike, how to write simply with flow, and more effective paragraphs. http://www.seminarinformation.com/details.cfm?id=16192
Business Writing When English is a Second Language	Interaction with Others	This seminar is specifically designed for non-native English-speaking business professionals. In three days you'll learn an overall approach to, and practical techniques for, creating effective business documents while focusing on applying correct English grammar, usage, and syntax. As the language of global commerce, the ability to write in English is essential to success in business today. http://www.amanet.org/seminars/seminar.cfm?basemno=2266#sched
Business Writing for Administrative Professionals	Interaction with Others	Does your boss feel comfortable turning to you with writing assignments? And, once the project is yours, how do you get started? How do you gain the confidence to stare down the blank page? Is your grammar up to snuff? What's the right tone for your business correspondence? Now gain the skills and techniques you need to write and edit all types of documents and win the confidence of your boss. http://www.amanet.org/training/seminars/Business-Writing-for-Administrative-Professionals.aspx#sched

RESOURCES FOR IMPROVEMENT AND DEVELOPMENT

Title	Competency	Description
Speaking Presence Fundamentals	Interaction with Others	<p>This one-day small group coaching program is uniquely designed by RiverWays Enterprises to meet the specific needs of individuals wishing to learn the basics of becoming more relaxed, confident, and authentic speakers. This public speaking class will help you:</p> <ul style="list-style-type: none"> • Develop a sense of comfort, ease and confidence when you speak • Refine your natural speaking style • Deliver impromptu content while staying centered with yourself and connected to your audience • Slow down, using silence to engage the audience and increase the impact of your presentation • Establish a genuine rapport with the audience by “listening to” and receiving the energetic support that is present in the room • Think on your feet • Begin to look forward to – and even ENJOY –speaking in front of a group <p>http://www.riverways.com/</p>
Presentation Skills 101	Interaction with Others	<p>We focus on both style and content. We work with our clients to create compelling content - so that both the messenger and the message shine. We also coach our clients in body language, gestures, voice, posture, movement, facial expression - all the important elements of verbal and non-verbal communication.</p> <p>What you can walk away with:</p> <ul style="list-style-type: none"> • Confident speaking style • Comfortable body language • Effective gestures • Powerful voice • Polished professional image • Audience rapport • Podium presence • Humor, storytelling and other techniques • Writing skills • Listening skills • Compelling content <p>http://www.bates-communications.com/workshops/presentation-skills-training.php</p>

RESOURCES FOR IMPROVEMENT AND DEVELOPMENT

Title	Competency	Description
Exceptional Presentation Training	Interaction with Others	<p>Participants will learn to:</p> <ul style="list-style-type: none"> • Present even technical information clearly, concisely, and persuasively. • Employ effective techniques for voice projection, articulation, pace and fluency, body language, eye contact, and gestures. • Discern and address the attitudes and needs of key audience members. • Overcome nervousness, anxiety, and distracting mannerisms. • Use both common and high-tech media effectively. • Practice persuasive communication techniques. • Project control and confidence through delivery skills. • Plan and develop complete, formalized product presentations around the market forces that affect business. • Structure presentations to gain maximum effect. • Use audience involvement techniques to identify and handle questions. • Set up a specific action plan to improve participant's presentations. <p>http://www.presentationstraining.net/</p>
Powerful Presentation Skills	Interaction with Others	<p>Learn and practice proven techniques to motivate, persuade, teach, and entertain your listeners. You will cut your prep time, reduce your stress, flavor your content, and enliven your delivery. Leave these two days a better presenter than when you arrived and be prepared to impress at your next presentation.</p> <p>http://www.proedgeskills.com/presentation_skills.htm</p>
How to Deliver Exceptional Customer Service	Customer Focus	<p>This customer service training will help you train yourself, your staff, and your organization not only to head off problems, but also to rise to a level of service excellence.</p> <p>Learn how to ...</p> <ul style="list-style-type: none"> • Increase the return on your customer service dollars. • Make your customers feel important and appreciated. • Reduce stress and turnover in customer service jobs. • Become a master in the art of listening. • Say "no" and be firm without antagonism. <p>http://www.pryor.com/mkt_info/seminars/desc/KC.asp</p>

RESOURCES FOR IMPROVEMENT AND DEVELOPMENT

Title	Competency	Description
The Conference on Customer Service	Customer Focus	<p>Providing good customer service requires a unique combination of skills. Like knowing how to calm an angry customer, turn an unsatisfied customer into one who buys from you again and again, use language to soothe and to sell, make sure your tone and inflection makes customers respond in the right way and knowing how to tap into the little things that mean so much to your customer. While you're taking care of customers, you've got to be good to yourself too! Daily interaction with customers means you always need to put your best foot forward. Learn to eliminate stress, keep a winning attitude, let criticisms roll off your back and more. You'll soon have the keys to "loving" your high-demand customer service job.</p> <p>http://www.skillpath.com/category.html/c/Cus/se/gsl001</p>
The Basics of Knock-Your-Socks-Off Customer Service	Customer Focus	<p>The front-line service staff you've always dreamed of managing is well within your reach. When your employees attend this seminar they'll learn proven techniques for handling customers with tact and style. They'll build the mental and emotional strength it takes to weather customer criticism without losing their focus on delivering quality service. Plus, they'll gain the expert listening and problem-solving skills necessary to go above and beyond customer expectations.</p> <p>http://www.nationalseminarstraining.com/SeminarSearch/Results/Knock-Your-Socks-Off_Customer_Service/PCZ/index.html</p>
Managing Multiple Projects, Objectives and Deadlines	Resourcefulness and Results	<p>In this seminar you'll learn...</p> <ul style="list-style-type: none"> • How to reap the benefits of better planning. • How to get organized and stay that way. • Why deadlines get missed—and how to make sure they won't be. • How to make sure your real "top priorities" don't get lost in the shuffle. • And much more. <p>This is the seminar for the busy manager, supervisor or administrative person who juggles deadlines, projects, and multiple demands and has no time to waste. Learn organizational skills to help you get more accomplished faster and with better results than ever before!</p> <p>http://www.skillpath.com/seminfo.html/C/Pro/st/MMPPD</p>

RESOURCES FOR IMPROVEMENT AND DEVELOPMENT

Title	Competency	Description
Time Management Workshops	Resourcefulness and Results	<p>Franklin Covey teaches a unique approach to managing time and priorities that will give you the power to take control of your resources and focus your efforts where they will produce dramatic results. Follow-up surveys demonstrate that Franklin Covey training delivers more than ideas. Improvement in key behaviors is real and measurable.</p> <p>http://www.franklincovey.com/tc/publicworkshops/time-management-workshops</p>
Basics of Time Management	Resourcefulness and Results	<p>Our one-day <i>Basics of Time Management Seminar</i> is your antidote to the "chasing-your-tail-blues." This highly interactive and enjoyable course will help you understand where all your time is going and why. You will learn how to eliminate interruptions and delegate tasks to others. Best of all, you will learn how to recognize and protect your high-value tasks and make sure they are done well and on time.</p> <p>http://www.timemanagementtraining.com/time_management_basics.htm</p>
Time Management & Organizational Skills for Professionals	Resourcefulness and Results	<p>Get more done in less time — and be better organized than you ever dreamed possible — using a practical new approach to time management!</p> <p>In this National Seminars Group program you'll discover how to ...</p> <ul style="list-style-type: none"> • Free up countless hours with a time management plan you'll customize for the way YOU work. • Organize ANYTHING in three basic steps, attacking piles, stacks and "stuff" that hinders productivity. • Master "next-step thinking" to move past planning and into action. • Identify and eliminate your time-eating habits and organizational hurdles. • End procrastination, perfectionism and other time traps - forever! • Eliminate missed deadlines by accurately estimating how long tasks will really take. <p>http://www.nationalseminarstraining.com/seminarsearch/results/time_management_and_organization_skills/TIMEO/index.html</p>

RESOURCES FOR IMPROVEMENT AND DEVELOPMENT

ARTICLES AND BOOKS

Title	Competency	Description
Organizational Competency: Expertise	Expertise	<p>This issue of Tufts Periscope, May 2007 explores <i>Expertise</i> through meeting five Tufts staff whose success relies on their diverse expert knowledge, including:</p> <ul style="list-style-type: none"> • demonstrating essential skills for their position, • sharing their expertise, • supporting others in learning and skill building, • taking pride in their work, and • committing to ongoing professional development.
Organizational Competency: Interaction with Others	Interaction with Others	<p>This article from Tufts Periscope, July/August 2007 is designed to help you learn the ways each of us can improve our interaction with others. It explores this competency in-depth through an interview with three Tufts employees who practice the art of interacting with others.</p>
Influence without Authority	Interaction with Others	<p>Every member of your organization is a potential ally. This bestselling guide gives you powerful techniques for cutting through interpersonal and interdepartmental barriers, and motivating people over whom you have no authority to lend you their support and share their valuable time and resources.</p>
Difficult Conversations: How to Discuss What Matters Most	Interaction with Others	<p>Based on fifteen years of research at the Harvard Negotiation Project, <i>Difficult Conversations</i> walks you through a step-by-step proven approach to having your toughest conversations with less stress and more success. It shows you how to prepare yourself; how to start the conversation without defensiveness; and how to keep it constructive and focused regardless of how the other person responds.</p> <p>Available at Tisch and Ginn Reserve Libraries: Call Number - BF637.C45.S78 1999</p>
Seven Languages for Transformation: How the Way We Talk Can Change the Way We Work	Interaction with Others	<p>In this simple, brilliant book, Kegan and Lahey deal with the most central issue of transformation: How and why people (and organizations) are committed to not changing. This book is a must-read for all individuals and organizations that truly wish to grow into their own greater possibilities.</p>

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Getting to YES: Negotiating Agreement Without Giving In	Interaction with Others	<p>In <i>Getting to YES</i>, Roger Fisher and William Ury tells you how to:</p> <ul style="list-style-type: none"> • Separate the people from the problem; • Focus on interests, not positions; • Work together to create options that will satisfy both parties; and • Negotiate successfully with people who are more powerful, refuse to play by the rules, or resort to “dirty tricks.” <p>Available at Tisch and Ginn Reserve Libraries: Call Number- BF637.N4 F57 1983</p>
Getting Past NO: Negotiating Your Way from Confrontation to Cooperation	Interaction with Others	<p>In <i>Getting Past No</i>, William Ury of the Harvard Law School’s Program on Negotiation offers a proven breakthrough strategy for turning adversaries into negotiating partners. You’ll learn how to:</p> <ul style="list-style-type: none"> • Stay in control under pressure • Defuse anger and hostility • Find out what the other side really wants • Counter dirty tricks • Use power to bring the other side back to the table • Reach agreements that satisfy both sides’ needs <p>Available in HHSL Bookstacks: Call Number- BF637 N4 U79g 1993</p>
Emotional Intelligence: Why it can matter more than IQ	Interaction with Others	<p>Drawing on groundbreaking brain and behavioral research, Goleman shows the factors at work when people of high IQ flounder and those of modest IQ do surprisingly well. These factors, which include self-awareness, self-discipline, and empathy, add up to a different way of being smart—once he terms “emotional intelligence.”</p>
Beyond Reason: Using Emotions as You Negotiate	Interaction with Others	<p>This book by Roger Fisher and Daniel Shapiro teaches you to use emotions as you negotiate by following 5 easy steps to stimulate helpful emotions:</p> <ol style="list-style-type: none"> 1. Express appreciation. Listen. Find merit. Show it 2. Build affiliation. Look for ways to connect. (“How are the kids?”) Face the problem together. (“Looks like we have a shared problem.”) 3. Respect autonomy. Always Consult Before Deciding (ACBD). 4. Acknowledge status. Respect their experience and expertise. 5. Help make their role fulfilling. Ask for their advice. <p>Available in Tisch Library: Call Number- BF637.N4 F55 2006</p>

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Organizational Competency: Continuous Improvement	Continuous Improvement	This issue of Tufts Periscope, January/February 2008 uses examples from Undergraduate Education, HR, and the Learning Center to explore the organizational competency of continuous improvement.
Who Moved My Cheese?	Continuous Improvement	This is a motivational book by Spencer Johnson written in the style of a parable or business fable. It describes change in one's work and life, and four typical reactions to said change by two mice and two "little people", during their hunt for cheese. Full of modern day insight, the story of <i>Who Moved My Cheese?</i> invites individuals and organizations to enjoy less stress and more success by learning to deal with the inevitable change.
Who Moved My Cheese? An Amazing Way to Deal with Change in Your work and in Your Life	Continuous Improvement	<i>Who Moved My Cheese? An Amazing Way to Deal with Change in Your Work and in Your Life</i> is Spencer Johnson's motivational book about how to deal with inevitable change. This version includes a forward by Kenneth Blanchard. (See page 42 for the video) Available in Tisch Library: Call Number- BF637.C4 J64 1998
In Search of Excellence: Lessons from America's Best-Run Companies	Continuous Improvement	An American business management "bible" since 1982, <i>In Search of Excellence</i> by Thomas J. Peters and Robert H. Waterman presents eight specific management principles common to successful companies. Available in Tisch and Ginn Reserve Libraries: Call Number- Hd70. U5 P424 1982
The Seven Habits of Highly Effective People	Continuous Improvement	Stephen R. Covey's book lists seven principles that, if established as habits, are supposed to help a person achieve true interdependent effectiveness. Available in Ginn Reserve Library: Call Number- BF637. S8 C68 2004
Organizational Competency: Customer Service	Customer Focus	This issue of Tufts Periscope, January/February 2007 aims to offer you food for thought on what "customer service" means and to give you some insights on how you can provide it in your job.
Perfect Phrases for Customer Service: Hundreds of Tools, Techniques, and Scripts for Handling Any Situation	Customer Focus	This book by Robert Bacal teaches you everything you need to know to keep customers happy and loyal, including: clear explanations of the reasons for difficult customer behaviors, proven tools and techniques for successfully handling even the most cantankerous customers, and 101 dialogues and scripts organized according to types of difficult behaviors.

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Title	Competency	Description
<p>Super Service: Seven Keys to Delivering Great Customer Service... Even When You Don't Feel Like It!...Even When They don't Deserve It!</p>	<p>Customer Focus</p>	<p>Written by Jeff Gee and Val Gee, <i>Super Service</i>, 2nd Edition teaches you how to deliver great service in a way that enriches your life and keeps you from burning out. It provides the same advice that made the first edition a perennial favorite and includes all-new information on:</p> <ul style="list-style-type: none"> • Listening to customer needs. • Understanding today's savvy customer. • Adopting a positive attitude. • Adding value to the customer experience. • Providing service quickly and efficiently. <p>Available in Tisch Library: Call Number- HF54155. 644 2009</p>
<p>Organizational Competency: Resourcefulness and Results</p>	<p>Resourcefulness and Results</p>	<p>This issue of Tufts Periscope, May/June 2009 offers three articles that highlight Resourcefulness and Results. It features Audit and Management Advisory Services (AMAS), the Tisch Library Circulation team, and some resourceful Tufts employees who have been using the Tufts Tuition Reimbursement and Remission Programs to get results in their careers and enrich their lives through education.</p>
<p>“Examples of Resourcefulness and Results at Tufts</p>	<p>Resourcefulness and Results</p>	<p>This article, from Tufts, Periscope, July/August 2009 provides examples of Resourcefulness and Results that support the university's mission and increased job satisfaction.</p>
<p>Good to Great</p>	<p>Resourcefulness and Results</p>	<p>This is a management book by Jim Collins that aims to describe how companies transition from being average companies to great companies .</p> <p>Available in Ginn Reserve Library: Call Number- HD57.7.C 645 2001</p>
<p>Factors Related to Measures of Professional Resourcefulness</p>	<p>Resourcefulness and Results</p>	<p>A previous study by these authors finds that teacher resourcefulness is more a function of teachers' attitudes and habits of applying skills to real-life situations than of pure knowledge. This article http://www.jstor.org/stable/1082949?seq=1 , also by Eugene L. Gaier, Stewart Jones and Ray H. Simpson, further explore some of the variables that may influence teacher resourcefulness.</p>

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Title	Competency	Description
Organizational Competency: Leadership	Leadership	This issue of Tufts Periscope, May/June 2008 explores the organizational competency of leadership. It examines the leadership styles of various Tufts employees to describe how leadership is not limited to individuals with a certain job description. Rather, all employees must develop leadership skills such as “modeling positive attributes, taking prudent risks, and considering the larger picture.”
Developing First-Level Leaders	Leadership	In this article from Harvard Business Review, June, 2005 , BP executive Andreas Priestland and Robert Hanig, former VP of Dialogos, describe how in the past five years BP has learned to connect with its population of lower-level managers. After one and a half years of design and development, there is now a companywide name--"first-level leaders"--and a comprehensive training program for this cohort. The authors describe the collaborative effort they led to create the program's four components: Supervisory Essentials, Context and Connections, the Leadership Event, and Peer Partnerships. http://hbr.harvardbusiness.org/ To log in – username: Tufts password: tufts
The Leadership Challenge (The Leadership Practices Inventory)	Leadership	By James M. Kouzes and Barry Z. Posner, this book approaches leadership as a measurable, learnable, and teachable set of behaviors. The authors teach individuals and organizations to measure their leadership competencies, while guiding them through the process of applying the Five Practices of Exemplary Leadership Model to real-life organizational challenges. Available in Ginn Reserve Library: Call Number- HD 57.7 K68 2002
The Student Leadership Challenge: Five Practices for Exemplary Leaders	Leadership	Derived from the classic leadership book <i>The Leadership Challenge</i> , <i>The Student Leadership Challenge</i> (also by James M. Kouzes and Barry Z. Posner) is a concise, focused primer on the Five Practices of Exemplary Leadership for students. This book uses examples and language to which students in higher education can relate. It also features reflective and critical thinking activities at the end of each chapter to help students engage in each of the Five Practices. Both students and educators who teach leadership courses/workshops will find this book helpful.

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WEBSITES AND BLOGS

Website	Competency	Description
http://www.dalecarnegie.com/successconnection.jsp?keycode=CSC_hp	Interaction with Others	Free weekly e-mail tips to help improve motivation, interpersonal skills, presentation abilities, and leadership capabilities.
http://www.cba.uni.edu/buscomm/Interpersonal/interpers.html	Interaction with Others	Frequently-asked questions, interpersonal communications survey, and links to a variety of communications articles and resources.
http://www.dalecarnegie.com/seolanding/custservice/index.jsp?keycode=google06Cust_Serv_Download&WT.srch=1&WT.mc_id=G_Customer_Service_Download	Customer Focus	Free download of Dale Carnegie's <i>QuickTips for Outstanding Customer Service Guidebook</i> .
http://www.managementhelp.org/customer/service.htm	Customer Focus	Online library of articles related to customer service. Also includes suggestions for books related to customer service and satisfaction.
http://money.howstuffworks.com/customer-service.htm	Customer Focus	In this edition of "How Stuff Works" you'll learn some of the steps to take to create a responsive, caring organization. As you read about how customer service works, you'll transform what you learn into your own, unique style. You will merge these ideas with the mission you have for your organization
http://customerservicezone.com/	Customer Focus	The Customer Service Zone was created to provide practical information to help companies, organizations and employees provide more effective customer service. From this site you will be able to access hundreds of articles, book excerpts and hints and tips about customer service, and you can even join a customer service discussion list

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Website	Competency	Description
http://www.lifehack.org/articles/lifehack/how-to-promote-resourcefulness-in-yourself-and-others.html	Resourcefulness and Results	Being resourceful means knowing how to get the information and results you want. Being organized and having trusted systems are big pieces of the productivity puzzle, but sometimes “Getting Things Done” means being a creative problem-solver.
http://cindydyer.wordpress.com/2008/08/06/resourcefulness-in-a-very-tiny-package/	Resourcefulness and Results	A meditation on resourcefulness in nature.
http://www.dalecarnegie.com/successconnection.jsp?keycode=CSC_hp	Leadership	Free weekly e-mail tips to help improve motivation, interpersonal skills, presentation abilities, and leadership capabilities.

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VIDEOS

You may borrow a video from HR/ODT anytime. Simply contact the ODT Training Coordinator via email or at 617-627-3268 and it will be mailed interoffice or you may pick it up at 200 Boston Avenue, Medford. Contact information and a Dept ID are required before borrowing. If there is any damage, or if the video is not returned, your department will be charged the replacement cost. Videos may be kept for up to two weeks.

The competency identified for each video is intended as a guide. Some videos may be appropriate for gaining knowledge in more than one competency.

Title	Competency	Description
Art of Resolving Conflict in the Workplace	Interaction with Others	American management consultant, Lawrence D. Schwimmer presents a two-part training video illustrating six, easily learned techniques for resolving office conflicts and coping with hostile or uncooperative staff in a professional manner. In Part I, Schwimmer describes each of the six conflict resolution techniques: I vs. you language, anticipation, meta-talk, self-interest, limit-setting, & using consequences. Professional actors dramatize conflicts and demonstrate how the six techniques can be used to diffuse and redirect office conflicts. In Part II dramatic sequences demonstrate how to use all six techniques to resolve conflicts resulting from four common sources: aggressive behavior; role confusion; stereotyping; and psychological manipulation. Run Time: unknown
Business Writing Skills Vol. 1: How to Get Your Ideas Read and Acted On	Interaction with Others	Volume one discusses the essentials of good writing, how to begin, rewriting, and polishing up Run Time: 19 min
Business Writing Skills Vol. 2: How to Add Clarity and Style to Your Writing	Interaction with Others	Volume two continues with advice on shortcuts and secrets to writing well, including the best way to structure paragraphs, how to format the “bad news” letter , and keys to highlighting ideas. Run Time: 120 min
Keeping Your Cool When Others Don’t – Strategies for Conflict Management	Interaction with Others	This program shows a better, more productive way to handle conflict. Teaches how to deal with conflict in a thoughtful, productive way that allows for peaceful solutions, personal growth, and lasting relationships at home and work. Run Time: 24:17 min

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Title	Competency	Description
Successful Negotiations	Interaction with Others	Gives dozens of lively ideas, useful tips, and expert insight through stimulating newsmagazine format designed to help enrich and improve management skills and abilities. Run Time: unknown
Mining Group Gold	Continuous Improvement	This video shows how the principals of Total Quality Management can be applied to group interaction so work teams will achieve dramatic increases in efficiency and productivity. The method used in this video to apply these principles is called the "Mining Group Gold", which was developed by Thomas A. Kayser. Run Time: 24:06 min
The Multicultural Customer	Customer Focus	This video emphasizes the fact that some customers come from different cultures and backgrounds than your own. It demonstrates how to work with customers from different cultures. Run Time: 22 min
A Case of Working Smarter Not Harder	Resourcefulness and Results	This film depicts one manager's development from an overworked compulsive problem solver to an innovator whose unique system draws public attention. This film examines such management issues as delegating, decision making, coaching, planning, controlling, employee development, and time management. Run Time: 15:22 min
The Joy of Stress	Resourcefulness and Results	Loretta LaRoche humorously teaches you how to adopt a critical tenet of Alcoholics Anonymous: "fake it till you make it"--how to act cheerful until it begins to come naturally. Life needs more belly laughs, she points out, and she teaches you exactly how to have them. Run Time 60 min
Who Moved My Cheese	Resourcefulness and Results	Animated video of a simple parable that reveals profound truths. It is an amusing and enlightening story of four characters who live in a "maze" and look for "Cheese" to nourish them and make them happy. Based on the best-selling business book Who Moved My Cheese? By Spencer Johnson, M.D. Run Time: 13:10 min
A Day For You!	Leadership	Manage your stress through humor. Run Time: unkown

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Title	Competency	Description
Downunder Trek: A Unique Video Based Icebreaker	Leadership	This video presents unique icebreakers to help team members get off to the right start. Run Time: unknown
Games Presenters Play: How To's on Audience Participation Devices	Leadership	A video workshop to teach you how to enhance the design of experiential and group learning experiences. Run Time: 120 min
Leadership and the New Science	Leadership	This video demonstrates simpler ways to manage complex organizations. It encourages organizations to become more flexible and adaptable. The video is directed by Dr. Margaret J. Wheatley, who is a consultant to major corporations. Run Time: 24:55 min
Transitions: Letting Go and Taking Hold	Leadership	Explores a worker's move from hourly employee to first-line supervisor. Run Time: 29 min
Management and Leadership Series	Leadership	Leaders today are expected to do more: spend more time, devote more energy at specific targets, and marshal more resources. Staying focused and driven is now essential for high performance leadership. Former Texas governor Ann Richards will describe the qualities that define successful leadership from recognizing opportunities to debunking the myth of separate personal and professional lives. She will also provide a soul-searching message about taking responsibility for your physical and mental health. Run Time: unknown
Managing By Values (Audio Cassette)	Leadership	These two audio cassettes provide a practical and proven new solution for addressing the effects of technological, social, and economic change on today's employees, managers, and business owners. By adopting a plan that clarifies, communicates, and aligns the organization's practices in all areas, managers can impart a common vision, purpose, and set of values. Run Time: 3 hours
Managing People Through Change	Leadership	This video gives supervisors and managers the critical skills necessary for change leadership. With this program, you can anticipate employee reactions to change and plan ways to deal positively with them, involve employees in the change process and remain positive, active, and involved throughout change. Run Time: 19 min

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Title	Competency	Description
Productivity – The Self-Fulfilling Prophecy: The Pygmalion Effect	Leadership	This movie explores the premise that if we have high expectations for our employees they will generally live up to them. On the other hand, if we expect our employees to perform poorly they probably will. It also explores whether or not there are specific behaviors, ones that we can control, that communicate one's expectations to another person. Finally, it considers how communicating one's expectations to an employee can make a manager more productive. Run Time: 30 min
Stepping Up to Supervisor	Leadership	Illustrates mistakes commonly made during the early phases of a management career. Suggests methods of avoiding these pitfalls or dealing with them if they already exist. Run Time: 13:59 min
Team Building (Key Program Vol. 1)	Leadership	Teamwork Pays covers the history of teams, the definition of a successful team, the differences between team and group, and how to build a strong team. The education and training component talks about commitment, cooperation, communication, contribution, leadership, success factors, and how to train a team. Run Time: 99 min
Team Building (Key Program Vol. 2)	Leadership	Team Communication teaches you how to involve team members, how to provide feedback, and the keys of handling interpersonal conflict. Motivation and Celebrate show how to use motivation to develop a cohesive team, recognize/reward team member, and "turn your staff into a 'can do' team." Run Time: 89 min
Team Building (Key Program Vol. 3)	Leadership	Teamwork Pays Off demonstrates achieving results through teamwork, how organizations use teams to create a higher quality product. Developing a Team Vision educates you on team players vs. team slayers, how to inspire your team, how to solicit valuable input from team members, and gaining commitment of individuals to build a solid team. Run Time: 92 min
The Discipline of Teams: Innovative Project Teams	Leadership	The program takes viewers behind the scenes at Duke Power, Ethicon Endo-Surgery, and The Tallahassee Democrat to see how innovative high-performance project teams have created tangible value by reducing production costs and cycle time, improving customer service value – even saving lives. Run Time: 80 min

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The Leadership Challenge	Leadership	<p>This video illustrates how successful leaders motivate others to achieve the extraordinary. This video will help inspire commitment to excellence at every level. Run Time 26:02 min</p>
You Pack Your Own Chute	Leadership	<p>Dr. Eden Ryl uses the analogy of the parachutist who "packs his own chute," controls his own destiny, as a key point in this business and management motivation film. For "pack your own chute," you can read "create your own successes and failures." Dr. Ryl proves this proposition in a variety of ways. She then puts her thesis to the test by literally packing her own chute and leaping out of an airplane 3,000 feet over the Pacific. Dr. Ryl's fright, her fears of falling, shows how every individual can overcome personal insecurity and inhibiting attitudes. Run Time: 30 min</p>

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