Foundations of Leadership (FOL) Program Series

Leading, managing, and coaching people are important elements of a manager’s/supervisor’s role at Tufts. Hiring the right candidate and taking an active role in employee performance development contributes to the success and growth of the employee, department, school/division, and ultimately the university.

The FOL Program Series is comprised of modules designed to provide managers and supervisors the key skills and competencies to be effective leaders and managers.

Participants may register for each of the modules at the convenience of their schedules, or when a particular module topic is relevant to their immediate, or short term future needs. It is recommended that new managers and supervisors complete the Program Series within the first 12-18 months in the new role.

The FOL Program Series Modules:

Module: Foundations of Leadership
Duration: 2 days
This module is a pre-requisite for the other modules in the FOL Program Series. This 2-day module sets the foundation by introducing the key skills and competencies required to be an effective leader at Tufts.

Module Learning Objectives:

- Give examples of actions that demonstrate each of the Tufts Leadership Competencies
- Identify personal strengths and opportunities demonstrating the Leadership Competencies
- Describe the components of the Situational Leadership® model
- Practice matching the appropriate Leadership Style to the employee’s development level for a specific task or goal
- Demonstrate application of the Situational Leadership® model during a coaching conversation
- Describe the purpose of each phase of the Performance Development Program
- State the guidelines for delivering effective feedback
- Prepare for a feedback conversation
- Demonstrate a feedback conversation that incorporates the feedback guidelines and communication skills
- Identify personal strengths and opportunities in providing feedback
Module: FOL: Preparing for the Performance Review
Duration: 1 day
Fairly assessing, thoughtfully drafting and clearly communicating performance feedback requires a great deal of time and preparation. Well written and communicated performance reviews can be motivating and serve as a crucial tool to develop and recognize your staff. This full day workshop builds on content presented in the 2-day Foundations of Leadership program and provides additional opportunity to apply and practice coaching and feedback skills. Participants will discuss best practices and start preparing to assess, draft and deliver a thoughtful performance review.

Module Learning Objectives:
• Describe the characteristics of an effective performance review
• Identify tools to fairly assess performance and draft a custom plan to fully utilize these tools
• Recognize the importance of focusing on the performance demonstrated
• Determine what information should not be included in a performance review
• Understand and be able to apply the performance categories
• Draft a segment of your employee’s performance review
• Practice delivering a fair and motivating performance review.

Pre-requisites: Participation in the 2-day Foundations of Leadership program.

Who should attend: Tufts managers and supervisors responsible for preparing and delivering performance reviews.

Module: FOL: Interviewing Techniques for Effective Hiring
Duration: 1 day
This workshop will provide an overview of effective interviewing practices. Behavioral interviewing practices will be highlighted. Behavioral interviewing is an approach to interviewing that focuses selection decisions on performance by assessing a candidates past performance. Behavioral interviewing will help you improve your selection interviewing practices to consistently hire good performers. You will learn how to prepare for a behavioral interview by focusing on the positions’ selection criteria. Participants will have an opportunity to practice behavioral interviewing techniques.

Module Learning Objectives:
• Discuss OEO Laws and Regulations
• Define behavioral interviewing
• Prepare for a behavioral interview
• Define and practice strategies for successful questioning
• Conduct a behavioral interview
• Write behavioral based questions around each key objective.
• Describe techniques for getting valid performance based answers
• Evaluating the candidate interview

Who should attend: All Tufts employees participating in the Foundations of Leadership Program. This course should also be attended by any employee of the University involved in interviewing employees for job openings or advancement
**eLearning: Taleo Applicant Tracking System: A Guide for Managers**

Duration: 15-20 minutes, Self-paced eLearning

This web-based resource demonstrates the functions of the Taleo Applicant Tracking system that a hiring manager uses to review job candidates, also providing opportunities to practice performing these functions.

**Module Learning Objectives:**

- Log into the Taleo Applicant Tracking System
- View requisitions for open position.
- Access and review candidate applications for a specific position
- Use Taleo to record determinations about candidates for open positions

**Pre-requisites:** None

**Who should complete:** Managers and supervisors, particularly those who are working with the Taleo Applicant Tracking System to hire new staff members

**Module: FOL: Challenging Conversations**

Duration: 1 day

This workshop, a component of the Foundations of Leadership program, will provide a framework for preparing for and conducting challenging conversations with employees. During the session, you will learn the role of policy and regulation in managing an employee and how an HRBP can be a resource to you during this process. You will practice using tools to prepare for challenging conversations, review best practices for delivering feedback, and role-play challenging conversations with peers in the class.

**Workshop Learning Objectives:**

- Identify the types of challenging conversations you could have with employees, and the reason these types of conversations are challenging.
- Understand the influence of assumptions on conversations a manager has with an employee.
- Describe ways to prepare for challenging communications.
- Identify the ways in which your Human Resources Business Partner could be a resource for you during this process.
- Describe how to apply the best practices of delivering feedback to potentially challenging conversations.
- Incorporating tools from this class, practice conducting challenging conversations

**Who should attend:** All Tufts employees participating in the Foundations of Leadership Program.
Module: FOL: Setting SMART Goals and Coaching for Success
Duration: 5 hours
Performance Plans are a blueprint for success and focus the efforts of you and your staff, and encourage the development of skills and competencies. Attend this workshop to discuss tools and best practices to engage employees in performance planning conversations. This workshop builds on content presented in the 2-day Foundations of Leadership program and provides additional opportunity to apply and practice using the Situational Leadership II model to set effective goals and coach to achieve sustained success and skill development.

Module Learning Objectives:

- Apply the definition of a Key Performance Area
- Discuss the importance of alignment of school/division and department/work unit goals with individual Key Performance Areas that relate to the employee’s job description
- Use the SMART criteria to draft clear Key Performance Areas
- Integrate the Tufts Organizational Competencies into the Key Performance Areas
- Practice matching the appropriate Leadership Style to the employee’s development level for a specific task or goal

Pre-requisites: Participation in the 2-day Foundations of Leadership program is strongly suggested, but not required.
Who should attend: Managers and supervisors