

2010 Advanced Management Series

To be considered for the series, the **application, goal sheet** and **\$100 fee** must be received by the **December 4th** deadline!

Space is limited! Managers/Supervisors who can commit to the entire series will be given first priority! (FEE: \$100)

Name: _____

Title: _____

Department/ Campus Address: _____

Phone: _____ E-Mail Address: _____

Have you participated in any of the following series? Please check all that apply:

- Management Series or Advanced Management Series
 Front-Line Supervisory Series
 Office Professional Series
 Performance Management Miniseries
 UI Business Processes Series
 HR Fundamentals Series
 Strategic HR Series

If you previously participated in the Management Series **or** the Advanced Management Series, when? Year _____

Which of the following responsibilities are part of your current position? Please check all that apply:

- Direct Supervision
 Functional Supervision
 Prepare Unit Budgets
 Conduct Performance Reviews

Payment Information: (Fee \$100)

Requisition or check, payable to UI Learning & Development

Charge to (check one): MasterCard VISA

Card Number: _____ CVV2 Code (VISA) _____ **OR** CVC2 Code (MasterCard) _____

Expiration Date: _____ **Total Amount: \$100.00**

Signature (required): _____ Name on Card _____

Card Billing Street Address: _____

City/State: _____ Zip Code: _____

Below is a listing of the required series core courses. All courses will be held in 112 University Services

Big Picture Thinking:
What Managers in University Settings Should Know
 January 20, 2010 (1:00 p.m. - 4:30 p.m.)

Work Organization and Time Management Basics – Getting Things Done in the Midst of Chaos
 March 30, 2010 (1:00 p.m. - 4:30 p.m.)

Your Role in Supporting Staff Performance
 May 13, 2010 (1:00 p.m. - 4:00 p.m.)

Managing for Improvement
 July 14, 2010 (8:30 a.m. - 12:00 Noon)

Relationship Management
 September 15, 2010 (9:00 a.m. - 12:00 noon)

Introductory Assessment Meeting – Managerial Assessment called DISC
 February 18, 2010 (1:00 p.m. - 4:30 p.m.)

Engagement, Health and Performance – Key Aspects of Organizational Success
 April 22, 2010 (1:00 p.m. - 4:00 p.m.)

Communicating for Performance
 June 22, 2010 (8:30 a.m. - 11:30 a.m.)

Conflict Management
 August 19, 2010 (8:30 a.m. - 12:00 noon)

Leading for Success
 October 19, 2010 (1:00 p.m. - 4:30 p.m.)

Supervisor's Name (Please Print)

Supervisor's Signature (Required)

The University of Iowa requests this information for the purpose of registration in UI Learning & Development courses. No persons outside the University are routinely provided this information. If you fail to provide the required information, the University may not consider your application. The University of Iowa prohibits discrimination in employment, educational programs, and activities on the basis of race, national origin, color, creed, religion, sex, age, disability, veteran status, sexual orientation, gender identity, or associational preference. The University also affirms its commitment to providing equal opportunities and equal access to University facilities. For additional information on nondiscrimination policies, contact the Office of Equal Opportunity and Diversity, (319) 335-0705 (voice) and (319) 335-0697 (text), 202 Jessup Hall, The University of Iowa, Iowa City, Iowa 52242-1316. Individuals with disabilities are encouraged to attend all University of Iowa-sponsored events. If you are a person with a disability who requires an accommodation in order to participate in this program, please contact UI Learning & Development in advance at (33)5-2687.

Please submit the \$100 application fee with the completed application/goal sheet to: UI Learning & Development, 121-51 USB. Application Deadline: December 4

AMS Application: Goal Setting and Estimation

Note: the following must be submitted with the application form for consideration in the 2010 AMS class.

Because we want the series to be a successful experience for all participants, and to enhance not only their personal growth, but also the organizational effectiveness in their unit, you will be asked to meet with your supervisor and identify three developmental goals for yourself as part of the application process. The goals you and your supervisor decide upon should focus on developing your skills as a manager and should be in alignment with the **UI Leadership Competencies (below) and your unit's organizational goals**. These goals may be specific, such as learning to be better at communicating expectations; or they may be more global in nature, such as learning how to manage change. Together, you and your supervisor need to agree that these three goals are **measurable, achievable and add value** to your unit's mission.

If accepted as a participant in the Advanced Management Series, we will also ask that you meet with your immediate supervisor at least four times during the course of the series to discuss your progress toward your goals. These meetings will support your learning and any changes you hope to make to become a more effective manager and leader. At the end of the series, we will ask you and your supervisor to evaluate your success in achieving these goals. This data will ensure your professional development as well as assist Organizational Effectiveness in assessing program effectiveness.

If you have questions as you complete the goal-setting and estimation below, please contact Sean Hesler (384-0858) or Nikole Mac (384-0535).

Part 1: AMS Goals

The Advanced Management Series strives to provide comprehensive development for UI managers in all core areas of the UI Leadership Competency Framework. The UI Leadership Competencies represent the knowledge, skills and values that contribute to highly effective faculty and staff leaders at The University of Iowa. Please use these competencies (shown on the following page) as a guide to develop 3 goals that you want to achieve.

Directions:

Goal: With each goal, describe an area of your leadership that you wish to focus your development efforts upon this year. (See the list of competencies below.)

Measures of Success: Identify the outcomes and/or metrics you will use to determine that you have successfully achieved your goals. Another way to think of this is: What might you be able to see, do, or have as a result of achieving these goals? How will you know that you've reached your goal?

Action steps: Describe the situation(s) in which this performance can actually occur. What do you need to do to make it happen? Another way to think of this is: what do you need to start doing and/or stop doing?

By when? List the date by which you believe you can accomplish the action steps, or create a deadline for your goal. (This may be by the end of the series.)

SAMPLE

Goal	Measures of Success	Action Steps	By When?
Gain commitment for improving performance problems that occur among staff I supervise	<ul style="list-style-type: none"> - Successful completion of delegated tasks & special team projects - Increase in the frequency that that I and others ask for and offer one another feedback, both affirmative and constructive 	<ul style="list-style-type: none"> - Promote team and individual development by highlighting successes and providing constructive feedback through weekly one-on-ones with staff members - During day-to-day work, maintain the expectation that my staff will consult with one another to share information, coordinate work, and resolve issues - Create and communicate a vision for individual and team roles and functions 	May 1, 2010

Goal	Measures of Success	Action Steps	By When?
1.			
2.			
3.			

UI Leadership Competency Framework

1. Serving within the Institution

- a. Advocates the vision, mission, and values of the UI
- b. Engages in strategic planning
- c. Utilizes knowledge of policy and procedures
- d. Demonstrates effective stewardship of resources and practices sound fiscal management

- e. Fosters innovation and problem-solving
- f. Focuses on constituents and external stakeholders
- g. Collaborates interdepartmentally and inter-institutionally

2. Managing the Unit

- a. Links work to the mission
- b. Organizes work and balances workloads
- c. Sets goals and focuses on results
- d. Uses data to assess progress toward unit and university goals

- e. Plans and manages knowledge transfer
- f. Confronts challenges and manages crisis and change
- g. Budgets
- h. Makes consistent high quality decisions

3. Leading People

- a. Assesses, evaluates, and develops staff
- b. Delegates, empowers, and manages accountability
- c. Instructs, mentors, and coaches
- d. Motivates and engages diverse styles

- e. Manages transitions
- f. Resolves interpersonal conflict
- g. Manages group dynamics and develops an effective team

4. Engaging Diversity

- a. Articulates importance of diversity to institutional mission
- b. Manages dynamics of a diverse workforce, including understanding bias and culture
- c. Effectively recruits, hires, and retains underrepresented staff and faculty

- d. Proactively implements strategies to develop inclusive environments
- e. Intervenes effectively in discriminatory events

5. Communicating Effectively

- a. Fosters open dialogue
- b. Builds interpersonal and organizational relationships
- c. Demonstrates emotional intelligence

- d. Manages and facilitates meetings
- e. Effectively presents ideas and concepts publicly
- f. Negotiates and influences

6. Leading by Example

- a. Demonstrates integrity and ethics
- b. Inspires trust
- c. Possesses personal resiliency
- d. Demonstrates versatility

- e. Takes appropriate risks and demonstrates courage
- f. Engages in own individual and career development
- g. Uses critical and creative thinking

Part 2: Benefit Estimation

The final part of the application involves estimating the benefit you may get from participating in the AMS. The questions below will help us begin the process of determining the impact on learning, goal achievement and skill development. After the series has concluded, we will be contacting you individually or in small groups to determine how participation in the AMS improved your performance and contributed to organizational success.

- *For all, please indicate significant benefit, some benefit, or little benefit – above and beyond current strengths.*
- *We will revisit these questions at the close of the series to explore possible ways to quantify added value.*

1) **How do you think that achieving your goals will benefit your unit in the following areas:**

(Please indicate significant benefit, some benefit, or little benefit.)

a) increasing your personal productivity	Significant	Some	Little
b) increasing your team's productivity	Significant	Some	Little
c) improving the quality of the services or products you provide	Significant	Some	Little
d) increasing revenue	Significant	Some	Little
e) reducing costs	Significant	Some	Little

Are there other areas not mentioned where you might see benefit? If so, please explain.

Please be sure to keep a copy of your application and goals for you and your supervisor.