



Human Resources

UNIVERSITY OF COLORADO
ANSCHUTZ MEDICAL CAMPUS

Learning and Development

Program Guide

Manager Certification Program (Cohort-Based Only)



*“Education is the kindling of a
flame, not the filling of a vessel”*

~Socrates

Program Introduction

Leading others requires individuals to acquire and grow a new set of skills and abilities. The courses in this program have been chosen to provide leads, supervisors, managers, and individuals looking to move into one of these roles with foundational tools to help them be successful. Developing as a leader goes beyond attending formal courses. Research shows that leadership potential is developed three distinct ways: 1) on-the-job (OJT) work experience, 2) coaching/mentoring from the person's supervisor and/or other key individuals, and 3) formal classroom/virtual training.

A good manager must be able to handle a variety of situations. The courses in this program range in competencies and topics that will help a manager navigate these situations. Participants in the cohort program will complete the curriculum together by meeting once a month in-person for 8-months.



Contents

Program Guide	1
Program Introduction.....	2
Curriculum Overview	4
4 Disciplines of Execution	4
5 Choices of Extraordinary Productivity	4
6 Critical Practices for Leading Teams.....	5
CI (Continuous Improvement): Understanding Current State.....	5
Communicating as a Leader	6
Conflict Resolution Styles – Using the TKI.....	6
Critical Conversations	6
DISC – Leadership Styles	7
Fundamentals of Continuous Improvement Methodology and Culture	7
Introduction to Continuous Improvement Tools for Application.....	7
Trust and Inspire	8
Understanding Emotional Intelligence.....	8
Competency Based Learning	9
Cohort-Based Manager Certification Competency Chart	9
Additional Resources	10
Manager Certification Teams Site (Cohort-Specific).....	10
Manager Certification Team Channel (Post-Graduation).....	10
Level 2 and Level 3 Knowledge Check Evaluations.....	10
FAQs.....	10



Curriculum Overview

4 Disciplines of Execution

COURSE DESCRIPTION / CONTENT

This interactive course guides you in removing the distractions of the day-to-day tasks in your day job and being able to focus on 'Wildly Important Goals' and execute these excellently. This course helps managers move from strategy to execution.

The objective of the 4DX process is to teach leaders how to help their teams execute on their highest priorities in the midst of the whirlwind of the day-to-day. We find that by not just teaching 4DX to leaders, but teaching them to teach and implement the process with their teams, they "own the process" at a deeper level and the results are often groundbreaking.

Upon completion, you will be able to:

- Clearly identify goals and priorities
- Identify and organize individual actions
- Track actions and achievements
- Apply simple processes that highlight successes, analyze failures, and course-corrects as necessary.

5 Choices of Extraordinary Productivity

COURSE DESCRIPTION / CONTENT

Each day brings with it a new wave of urgencies that compete for our attention. Texts, emails, calls, meetings and more, all converge on our already full schedules. The result is a sense of being busy without actually being productive, which leaves people feeling burned out and unfulfilled. The sheer volume of daily distractions threatens our ability to think clearly and to make wise decisions about what is important.

The interactive and dynamic course, empowers individuals with clear discernment to avoid distractions and to accomplish the goals that matter most in their professional and personal lives.

Upon completion, you will be able to:

- Discern the important from the less important
- Identify and utilize a framework of what success looks like in your current role
- Identify tips and tools that can help you plan weekly and daily to execute excellence
- Recognize how technology can work for you
- Apply simple yet critical ways of increasing energy to make good decisions and feel more accomplished each day



6 Critical Practices for Leading Teams

COURSE DESCRIPTION / CONTENT

Leading a team requires a different skillset than working as an individual contributor. To succeed in the face of new challenges this course provides insight into the mindsets, skillsets, and toolsets required to help supervisors excel in this sometimes tough and demanding role.

This interactive and dynamic course helps individuals transition successfully from an individual contributor to leaders of others. It also applies to leaders who have been in their roles for some time and are looking for practical and relevant guidance on how to effectively lead and manager their teams.

Upon completion, you will be able to:

- Explore the critical mindset shifts that will maximize your success as a leader of others.
- Conduct regular meetings to increase team engagement.
- Create clarity about team goals and results; delegate responsibility to team members while providing the right level of support.
- Use feedback to develop team member confidence and competence.
- Identify specific actions to help tam members navigate and accelerate through change and achieve better performance.
- Use weekly planning to focus on the most important priorities and strengthen your ability to be an effective leader by applying the 5 Energy Drivers.

CI (Continuous Improvement): Understanding Current State

COURSE DESCRIPTION / CONTENT

In order to solve complex problems and develop solutions, we first need a clear picture and understanding of what the issue is. This course will focus on how to capture the current state in service of understanding project scope and set the path towards building impactful solutions.

Upon completion, you will be able to:

- Apply tools for project scoping and visualizing current state



Communicating as a Leader

COURSE DESCRIPTION / CONTENT

Moving from an individual contributor (the doer) to a lead/management position is more than a step up the ladder, but a jump to an entirely new ladder in terms of skills, motivations, perspectives, responsibilities, and impact to the organization. This seminar helps you to identify key skills for communicating to others in your new role.

Upon completion, you will be able to:

- Recognize the skills needed to transition from an individual contributor to a person leading others
- Identify common mistakes made by new leaders
- Understand the role communication plays – both verbal and non-verbal
- Identify the importance of email communication and common guidelines for writing effective emails

Conflict Resolution Styles – Using the TKI

Course Description / Content

This interactive course helps individuals understand the five modes of conflict resolution and your preferred mode for handling most conflict. During this course we will explore the benefits, costs and what it looks like when you over or under use each style.

Upon completion, you will be able to:

- Define what conflict is and is not
- Identify your conflict style(s)
- Recognize the conflict styles of others
- Assess conflict situations

Critical Conversations

COURSE DESCRIPTION / CONTENT

This course teaches skills for communicating when stakes are high, opinions vary, and emotions run strong. The teaches participants to speak persuasively, not abrasively; foster teamwork and better decision-making; build acceptance rather than resistance; and resolve individual and group disagreements.

Upon completion, you will be able to:

- Recognize the need for a critical conversation
- Establish a “Safety Zone” for the conversation to take place
- Skillfully lead a crucial conversation
- Bring a crucial conversation to a satisfying close



DISC – Leadership Styles

COURSE DESCRIPTION / CONTENT

The DISC Leadership Assessment identifies your natural leadership strengths and development areas. Confident leaders are self-aware of how they prefer to lead and how others perceive their leadership style to make necessary adjustments to be more effective. This course provides you with candid feedback and a road map to make decisions on how to adjust attitudes and behaviors to be more successful with your personal interactions. This interactive course will provide information on leadership styles associated with the four DISC styles, how to identify the styles of your employees and how to adjust your style to be a more effective and successful leader.

Upon completion, you will be able to:

- Understand the DISC styles
- Identify your leadership style
- Identify the DISC style of your staff
- Adjust your style to be a more effective leader

Fundamentals of Continuous Improvement Methodology and Culture

COURSE DESCRIPTION / CONTENT

The focus of continuous improvement is to increase efficiency across campus so that we can better serve our students, improve workplace satisfaction and be agile as we face the current and future challenges of higher education. This course is designed to provide a foundational understanding of continuous improvement culture and mindset and how those concepts can be applied to our daily work.

Upon completion, you will be able to:

- Describe the fundamental concepts of process improvement methodology and characteristics of a lean culture
- Identify continuous improvement in higher ed

Introduction to Continuous Improvement Tools for Application

Building on the fundamentals course, this course will focus on learning tools that apply the continuous improvement framework to problem-solving. We will utilize the Plan-Do-Check-Act framework and introduce other tools that can be applied immediately in your workplace.

Upon completion, you will be able to:

- Identify waste and value-added steps in your work
- Apply Lean thinking tools for problem-solving



Trust and Inspire

Course Description / Content

This course is designed to help shift from styles of managing others to leading people, from position to influence, from controlling to trusting, and from motivation to inspiration. Individuals with this kind of leadership are inspired to become the best version of themselves and produce their best work.

Upon completion, you will be able to:

- Recognize the extraordinary potential and performance unleashed by Trust & Inspire leaders
- Identify barriers to becoming a Trust & Inspire leader and explore solutions for each
- Apply the fundamental beliefs of Trust & Inspire leaders

Understanding Emotional Intelligence

Course Description / Content

Developing emotional intelligence is a life-long journey. It is important to develop because it separates those who know themselves well and take personal responsibility for their actions from those who lack self-awareness and repeat the same mistakes. In the workplace, it is important to develop because it separates those who build rapport, have influence, and collaborate effectively with others from those who are demanding, lack empathy, and are therefore difficult to work with.

This interactive course will provide a foundation for understanding the concepts of emotional intelligence, emotional triggers, and how our thoughts and behaviors can influence how we manage our emotions.

Upon completion, you will be able to:

- Define emotional intelligence
- Identify the three parts of the brain that trigger responses
- Describe the difference between the automatic and reflective system brain
- Describe the four quadrants of emotional intelligence and 18 competencies
- Describe the Johari Window
- Recognize how self-awareness + self-management leads to agile thinking
- Describe the emotions, thoughts, and behaviors holistic model and behavioral principles

Competency Based Learning

In our continuous commitment to advancing high-quality professional development, each course in this program also includes a framework of competencies. These competencies have been thoughtfully categorized into the following areas: Managing the Organization, Leading Self, Leading Others, and Leading Programs and Projects. Competency-based learning is an educational theory that prioritizes mastering skills, emphasizing dynamic and personalized learning experiences.

The competencies within the program span a spectrum of important skills. This strategic alignment ensures that the courses not only deliver knowledge but also provide a practical and applicable skill set that is transferable to a variety of roles on the CU Anschutz Medical Campus. Through the incorporation of competencies, the courses in the program are poised to serve as catalysts for individual growth and organizational success, epitomizing our dedication to delivering a learning experience that is both impactful and tailored to the unique needs of each participant.

Cohort-Based Manager Certification Competency Chart

	Managing the Organization	Leading Self	Leading Others and Teams	Leading Programs and Projects
Course Name				
4 Disciplines of Execution	•			•
5 Choices of Extraordinary Productivity		•		•
6 Critical Practices for Leading Teams		•	•	
CI Understanding Current State	•	•	•	•
Communicating as a Leader		•	•	
Conflict Resolution / TKI Instrument		•		•
Critical Conversations		•	•	
DISC-Leadership Styles		•		
Trust & Inspire Leaders		•	•	
Fundamentals of CI Methodology and Culture	•			•
Introduction to CI Tools for Application				•
Understanding Emotional Intelligence		•	•	



Additional Resources

Manager Certification Teams Site (Cohort-Specific)

Individuals in the cohort-based program will be added to a private Teams site to share insights, resources, and receive updates on pre-work/upcoming sessions.

Manager Certification Team Channel (Post-Graduation)

Upon graduation from the cohort-program, participants gain access to a Teams site that includes all past cohort participants and those individuals in the self-paced Manager Certification program to share insights, articles, learning, and much more.

Level 2 and Level 3 Knowledge Check Evaluations

We request that participants complete knowledge checks while in the program. The Level 2 evaluations will determine participant's increase of knowledge level of the targeted competencies covered in the program. The Level 3 evaluations measure how much the program has influenced the participant's behavior.

FAQs

Is supervisor approval required for the program?

- Yes. All individuals in the cohort must be pre-approved and nominated by a supervisor.

After completing the program, will I be eligible for a raise or promotion to manager?

- This certification program does not guarantee raises or promotion to a supervisor/manager position. It is intended to help individuals gain/enhance skills and competencies to be successful in their current role and future roles that may become available. Please talk with your supervisor/manager concerning raise and promotion opportunities.

If I have already taken any of the courses listed prior to registering for the program, do I need to re-take them with the cohort?

- Yes. Since this is a cohort-based program, all individuals in the program are expected to complete the curriculum together.

How long is the cohort program?

- This is an 8-month long cohort-based program.

Is additional work required before and/or in-between sessions?

- Yes, there is usually pre-work required for every session. Pre-work time could vary depending on the curriculum but is usually less than 45 minutes. Participants will have approximately 3 weeks' advanced notice of any pre-work required before each session.



How much of a monthly time commitment is the program?

- Each month will involve an entire day of curriculum (days usually start at 8:30am and finish at or before 5 pm). Frequent breaks and a lunch break are pre-scheduled for each session date. Pre-work time and optional post-work time could vary from session to session. Please note all sessions are held in-person at the Anschutz Medical Campus.

What is the cost of the program per participant?

- This is a free program.