

Management Development Certificate Program

Competencies & courses

The **Management Development Certificate (MDC)** program builds on six core competencies necessary for developing effective supervisors, managers, and leaders. Leadership skills are an integral part of each of the competencies.

Personal Competencies

- Self-awareness
- Ethics and Values
- Proactive
- Flexibility

Interpersonal Competencies

- Interpersonal Communication
- Interpersonal Responsiveness
- Group/Team Dynamics
- Influencing Others
- Developing Others
- Presentations

Critical Thinking

- Data Gathering
- Analysis
- Synthesis
- Problem Solving

Organizational Competencies

- Planning
- Goal Setting & Implementation
- Policy/Procedure Implementation
- Innovation
- Government Infrastructure

Customer Focus

- Continuous Quality Improvement

Technical Competencies

- Program Knowledge
- Technology Management

CURRICULUM:

Required Courses:

- 360 Degree Feedback
- Diversity: Food for Thought
- Ethical Conduct in Government
- Fundamentals for Leadership Series, which includes the following half-day workshops (unless otherwise noted):
 - Basic Principles of Leadership: Building Trust Under Pressure
 - Correcting Performance Problems
 - Developing Others
 - Planning & Reviewing Performance (All Day)
 - Problem Solving (All Day)
 - Providing Constructive Feedback
 - Recognizing Positive Results
- HR Basics
- Know Your State Government (online)
- Workforce Planning
- Principles of Quality: An Introduction
- Principles of Quality: Customer Service and Employee Engagement

Elective Courses: (must complete 4)

- Coaching and Counseling
- Conflict Resolution
- DEL (DE Employment Link) and Selection Interviewing (both online)
- Emotional Intelligence
- Facilitation Skills for Planning Meetings
- Knowledge Transfer
- Managing Generational Differences
- Project Management
- Using the EAP as a Performance Improvement Resource
- Work Process Improvement Tools & Techniques

1. PERSONAL COMPETENCIES

Self-awareness

- Recognizes own strengths and weakness
- Seeks feedback from others
- Seeks opportunities for personal learning and development

Flexibility

- Evaluates options objectivity
- Adapts behavior and work methods in response to new information
- Allows input from outside sources to influence thoughts and behaviors

Ethics and Values

- Follows laws, regulations, policies, etc. related to job
- Models high standards of honesty, integrity, trust, creditability, openness and respect
- Communicates expectations and standards to others
- Reconciles personal values to organizational values

Proactive

- Initiates actions, communications, proposals, meetings, and directives to accomplish a task
- Implements plans and ideas
- Deals quickly with problems and obstacles
- Takes responsibility for results

Self Confidence

- Retains composure and professionalism in difficult situations
- Commits to action and expresses confidence in success

Required courses: 360 Degree Feedback, Diversity: Food for Thought, Ethical Conduct in Government, Fundamentals for Leadership Series, Workforce Planning, Principles of Quality: An Introduction, and Principles of Quality: Customer Service and Employee Engagement.

Elective courses: Conflict Resolution, Emotional Intelligence, Knowledge Transfer, and Managing Generational Differences

2. INTERPERSONAL COMPETENCIES

Interpersonal Communication

- Presents ideas clearly orally and in writing
- Uses active listening techniques such as paraphrasing, open and probing questions, etc. to understand ideas, concepts, and feelings of another
- Uses a variety of communication tools to ensure understanding

- Responds appropriately to verbal and nonverbal behavior of others when communicating

Interpersonal Responsiveness

- Responds appropriately to needs, feelings, and capabilities of others
- Adapts approaches to suit different people and situations
- Shows sensitivity to diversity of culture, race, gender, and other individual differences

Influencing Others

- Develops networks and coalitions
- Gains cooperation from others to obtain information and accomplish goals
- Uses a variety of methods to gain support for ideas, strategies and values
- Inspires, motivates, and guides others toward goal accomplishment

Developing Others

- Gives appropriate feedback on performance
- Provides coaching, training, etc., to improve skills and performance
- Fosters environment conducive to continuous learning
- Allows others to develop interests, skills, etc. not directly related to current job

Group/Team Dynamics

- Monitors and focuses group interaction and watches for group blind spots
- Encourages and facilitates cooperation
- Helps group develop self-management skills
- Involves group in planning, problem-solving, and decision making
- Uses consensus decision making when appropriate
- Intervenes appropriately in interpersonal conflicts; helps resolve in constructive and positive manner
- Utilizes opportunities for partnering with stakeholders and clients

Presentations

- Uses jargon and technical language appropriately
- Uses visual aids effectively
- Avoids distracting mannerisms in speech and in writing

Required courses: 360 Degree Feedback, Diversity: Food for Thought, Ethical Conduct in Government, Fundamentals for Leadership Series, Workforce Planning, Principles of Quality: An Introduction, and Principles of Quality: Customer Service and Employee Engagement.

Elective courses: Coaching and Counseling, Conflict Resolution, DEL, Emotional Intelligence, Knowledge Transfer, Managing Generational Differences, Selection Interviewing, and Using the EAP as a Performance Improvement Resource.

3. CRITICAL THINKING

Data Gathering

- Gathers information from a variety of sources for decision making
- Uses “hard” (empirical, quantifiable) and “soft” (subjective, perceptual) data appropriately
- Uses appropriate tools for data gathering

Analysis

- Uses appropriate analytical tools to understand data
- Recognizes patterns, relationships, and trends in information gathered
- Uses logical, deductive thinking; distinguishes between relevant and irrelevant data
- Draws conclusions based on data

Synthesis

- Builds frameworks and models; forms hypotheses or ideas on the basis of information
- Links disparate information; finds patterns and correlation
- Recognizes potential implications and consequences of actions from a system perspective

Problem Solving

- Monitors environment, goals, outcomes, etc. for problems and opportunities for improvement
- Uses appropriate data gathering, analysis, and synthesis tools
- Uses systematic approach to solving problems
- Involves others in problem solving

Required courses: Fundamentals for Leadership Series, Workforce Planning, Principles of Quality: An Introduction, and Principles of Quality: Customer Service and Employee Engagement.

Elective courses: DEL, Knowledge Transfer, Project Management, Selection Interviewing, and Work Process Improvement Tools and Techniques.

4. ORGANIZATIONAL COMPETENCIES

Planning

- Uses larger organizational plan as basis for local planning; coordinates with other parts of the organization to accomplish goals
- Determines long-term vision, mission, goals, objectives, strategies
- Analyzes situations; incorporates opportunities and constraints into plans
- Develops plans to achieve goals
- Manages and implements strategies

Goal Setting & Implementation

- Understands and communicates goals, outcomes, standards, and performance measurement criteria
- Sets challenging but achievable goals
- Deploys resources appropriately to achieve goals
- Evaluates progress toward goals regularly; communicates progress to others involved
- Manages the performance of self and others to achieve the most and to assure growth and development

Policy/Procedure Implementation

- Keeps abreast of current policies and procedures at all levels (state, cabinet, agency, etc.)
- Applies relevant statutes and regulations consistently and correctly
- Understands basic policies and procedures in state system i.e. Merit Rules, Sexual Harassment Prevention
- Consults with others to ensure appropriate implementation of policies, etc.
- Plans and/or monitors utilization of resources, expenditures, etc. for program area
- Ensures that services meet client needs and are provided in a quality manner

Innovation

- Seeks to improve effectiveness of internal processes and of service delivery to clients
- Promotes creativity in day-to-day operations
- Keeps up-to-date on innovations and economic, political, and social trends relevant to program area
- Applies creative solutions in dealing with problems and organizational issues
- Plans and manages change effectively

Government Infrastructure

- Understands the roles, dynamics, and division of power between the executive, legislative, elected officials, and judicial branches
- Understands where they and their organization fit into the organizational structure of state government

Required courses: Ethical Conduct in Government, Fundamentals for Leadership Series, HR Basics, Know Your State Government, Workforce Planning, Principles of Quality: An Introduction, and Principles of Quality: Customer Service and Employee Engagement.

Elective courses: DEL, Emotional Intelligence, and Work Process Improvement Tools and Techniques.

5. CUSTOMER FOCUS

Continuous Quality Improvement

- Monitors customer needs and seeks to improve effectiveness and quality of internal processes and of service delivery to clients

Required courses: HR Basics, Know Your State Government, Principles of Quality: An Introduction, and Principles of Quality: Customer Service and Employee Engagement.

Elective courses: Conflict Resolution, Emotional Intelligence, Managing Generational Differences, and Work Process Improvement Tools and Techniques.

6. TECHNICAL COMPETENCIES

Program Knowledge

- Demonstrates understanding of the requirements, knowledge, competencies of the various jobs supervised
- Applies specialized knowledge, skills, and abilities in program area
- Keeps up-to-date in technical and program skills

Technology Management

- Integrates technology into the workplace
- Develops strategies for using new technology to manage and improve program effectiveness

Required courses: Know Your State Government

Elective courses: DEL, Project Management, and Work Process Improvement Tools and Techniques.