



Welcome to your...

Community of Practice (COP)  
Year in Review

Session #9

Date: June 22, 2016

Warm



Up

- What has been the most impactful session this year so far and why? What do you do differently, and what have been the results?
- What aspects of being a manager do you want to improve? What would the outcome be of improvement?



# COP 2015-2016: Year in Review

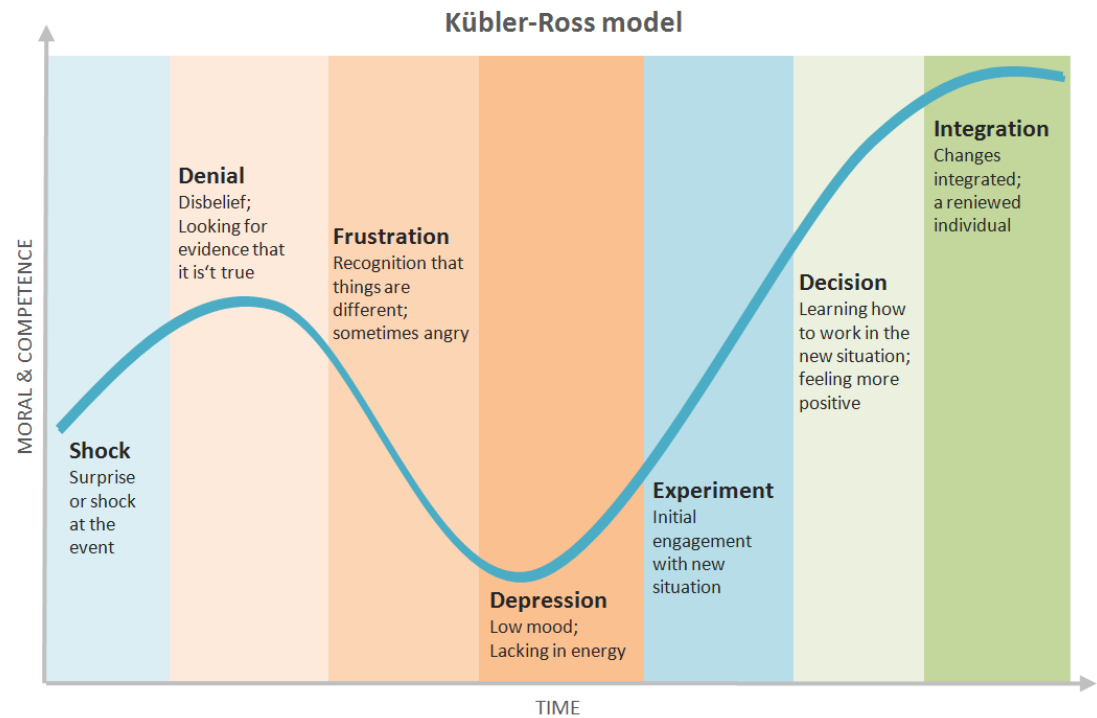
1. Change Management
2. Human Motivation & Buy-In
3. Performance Evaluations
4. Communication
5. Time Management
6. Growing Your Team
7. Technicalities of Being a Supervisor



# Change Management

# Kubler-Ross - 8 Most Common Emotional Phases of Change

1. Shock
2. Denial
3. Frustration
4. Negotiation\*
5. Depression
6. Experiment
7. Decision
8. Integration



# Principles of Change Management

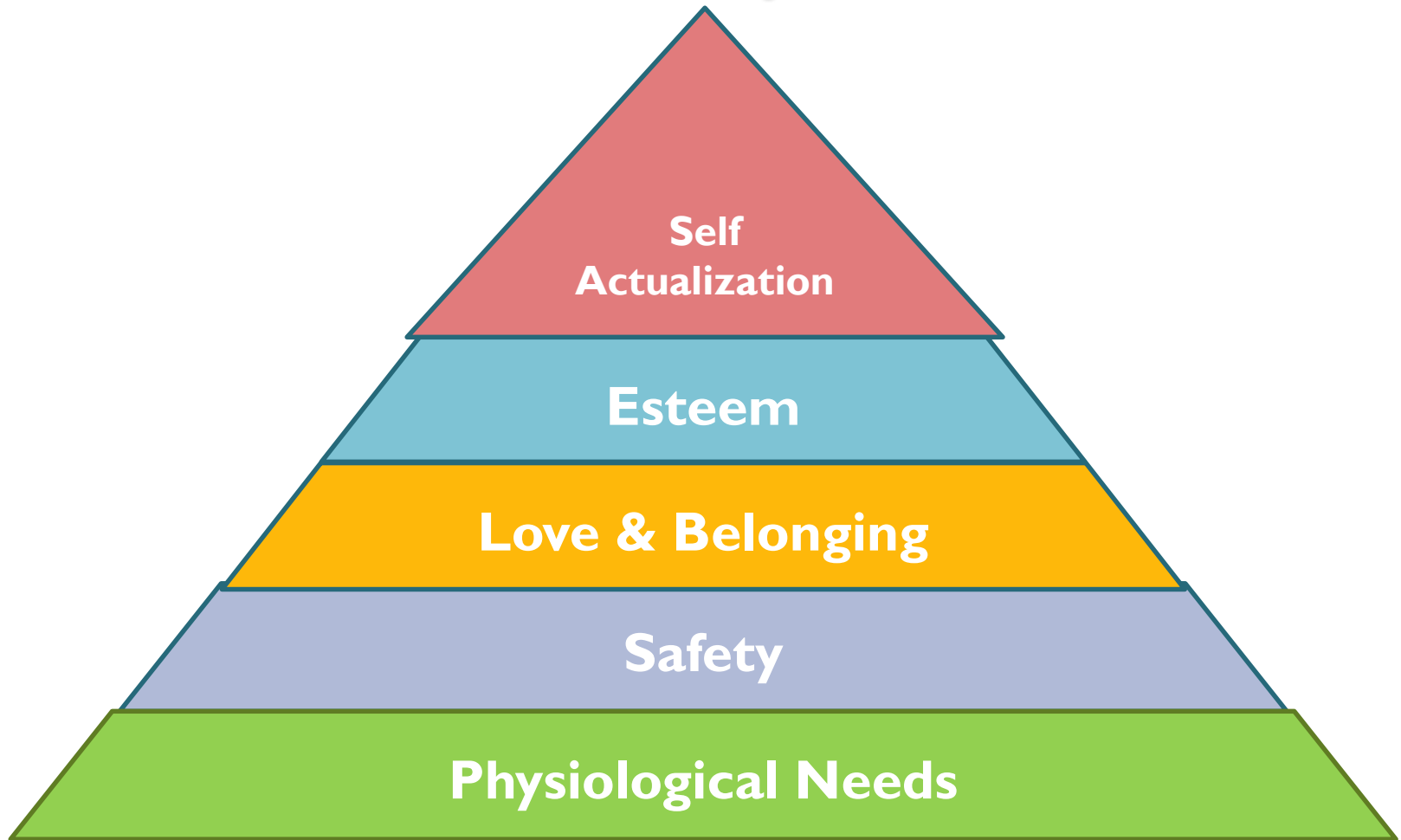
1. Address the “people issues”
2. Involve every level of the organization
3. Create ownership
4. Communicate the message
5. Take account of the culture





# Human Motivation & Buy-In

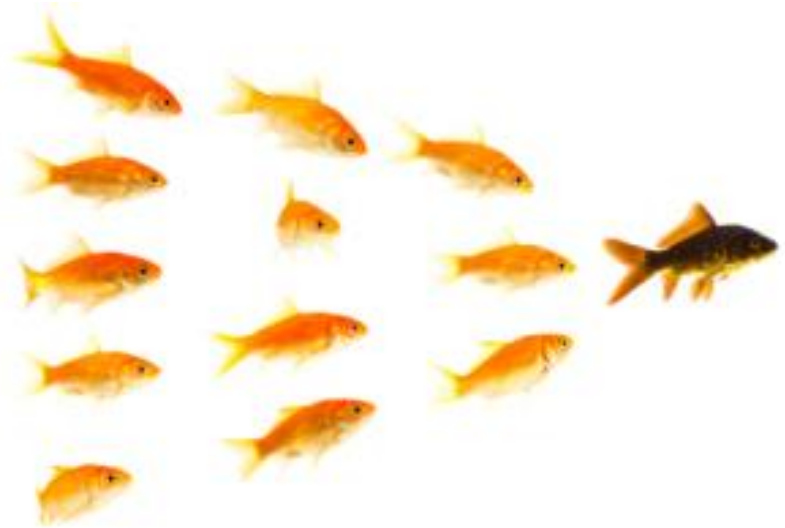
# Maslow's Hierarchy of Needs






# Your Job as a Leader: The 3 A's

1. Analyze
2. Adjust
3. Align





# Performance Evaluations

# Defining the U.S. Workforce

## The Four Generations:

- Generation Y or Millennials
- Generation X
- Baby Boomers
- Veterans or Traditionalists

## Personal and Work Values by Generation

Characteristic	Veterans 1922–1945	Baby Boomers 1946–1964	Generation X 1965–1980	Generation Y 1981–2006
<b>Core Values</b>	Respect for Authority	Optimism	Skepticism	Realism
	Conformers	Involvement	Fun	Confidence
	Discipline		Informality	Extreme Fun
				Social
<b>Work Ethic and Values</b>	Hard Work	Workaholics	Eliminate the Task	What's Next?
	Respect for Authority	Work Efficiently	Self-Reliance	Multitasking
	Sacrifice	Crusading Causesm	Want Structure and Direction	Tenacity
	Duty Before Fun	Personal Fulfillment	Skeptical	Entrepreneurial
	Adhere to Rules	Desire Quality		Tolerant
		Question Authority	Goal-Oriented	
<b>Work is</b>	An obligation	An exciting adventure	A difficult challenge	A means to an end
			A contract	Fulfillment
<b>Communications</b>	Formal Memo	In person	Direct	E-mail
			Immediate	Voice mail
<b>Feedback and Rewards</b>	No news is good news	Don't appreciate it	Sorry to interrupt, but how am I doing?	Whenever I want it, at the push of a button
	Satisfaction in a job well done	Money	Freedom is the best reward	Meaningful work
		Title recognition		
<b>Messages that Motivate</b>	Your experience is respected	You are valued	Do it your way	You will work with other bright, creative people
		You are needed	Forget the rules	

# Common Pitfalls

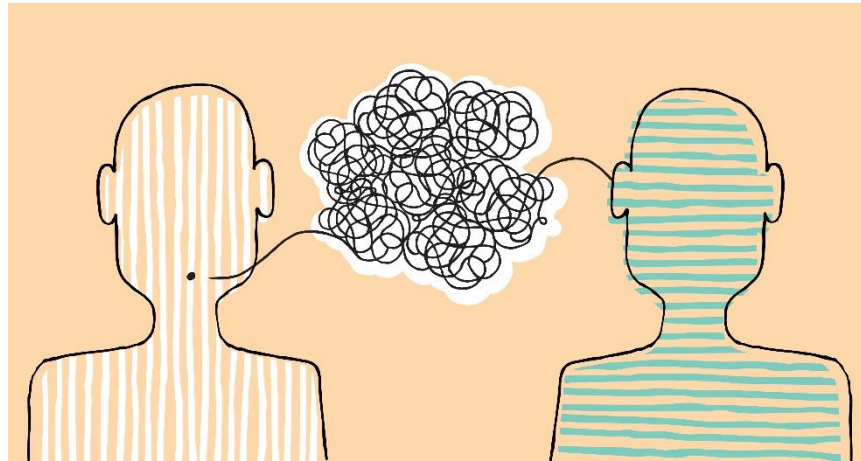
- Central tendency
- Favoritism
- Grouping
- Halo Effect
- Holding a Grudge
- Prejudice
- Recency
- Sunflower Effect
- The System Administration “4 or 5”



# Communication

# The Basics

- Two layers
- Intent
- Control



# Four Steps to Effective Listening

1. Active listening
2. Listening with empathy
3. Listening with openness
4. Listening with awareness







# Time Management

# What Kind of Time Manager Are You?

- **Social**
  - Motivated when their time is spent on team-based tasks, and often prioritize tasks that bring people together.
- **Analytical**
  - Motivated by spending time following established processes, and often prioritize tasks that organize effort and create workflow efficiencies.
- **Driving**
  - Motivated when their time can be spent completing tasks, no matter how big or small, and often relish taking on new challenges.
- **Inspirational**
  - Motivated by generating ideas with others. Prioritize tasks that involve establishing a vision that lays the groundwork for future success.

# Stephen Covey's 3<sup>rd</sup> Habit: Put First Things First

## The Quadrants

- Quadrant I consumes many people
- Our effectiveness takes quantum leaps when we do activities in II quadrant

	Urgent	Not Urgent
Important	<b>I</b> <ul style="list-style-type: none"><li>- Crises</li><li>- Pressing Problems</li><li>- Deadline Driven Projects, meetings, preparations</li></ul>	<b>II</b> <ul style="list-style-type: none"><li>- Preparations</li><li>- Presentations</li><li>- Values Clarification</li><li>- Planning</li><li>- Relationship Building</li><li>- True Recreation</li><li>- Empowerment</li></ul>
Not Important	<b>III</b> <ul style="list-style-type: none"><li>- Interruptions, some phone calls</li><li>- Some mail, some reports some meetings</li><li>- Many proximate pressing matters</li><li>- Many popular activities</li></ul>	<b>IV</b> <ul style="list-style-type: none"><li>- Trivia, busywork</li><li>- Junk Mail</li><li>- Some phone calls</li><li>- Time wasters</li><li>- "Escape" activities</li></ul>



# Growing Your Team



# CU Core Competencies

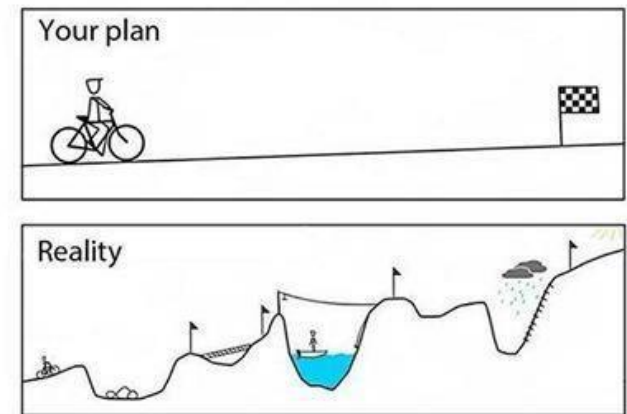
1. Accountability
2. Collaboration
3. Communication
4. Diversity and Inclusion
5. Ethics and Integrity
6. Relationship Building

# Career Development

## Career Planning



## Career Management





# Technicalities of Being a Supervisor

# New HR Website – Coming Soon!

[www.cu.edu/employee-services](http://www.cu.edu/employee-services)

HOME / EMPLOYEE SERVICES / CU SYSTEM ADMINISTRATION HR

## CU System Administration HR

- CU System Administration HR
- Hiring Forms
- Scope of Work (SOW)
- Performance Management
- System Administration Policies & Procedures
- Hiring University Staff
- Family Medical Leave
- Prospective Employees
- Supervisor Community of Practice (COP)

### CU System Administration HR

**Why work at University of Colorado System Administration?**

Located in the Uptown neighborhood of Denver, CU's System Administration offices include the Office of the President as well as numerous departments that provide services to the university's four campuses. In many ways, these departments provide strategic direction for CU as a whole.

These include:

- Administration
- Academic Affairs
- Budget Office
- Coleman Institute for Cognitive Disabilities
- CU Health and Welfare Trust
- Employee Services
- Institutional Research
- Internal Audit
- Office of Policy and Efficiency
- Procurement Service Center (PSC)
- State and Federal Relations
- Technology Transfer
- Treasurer
- University Controller
- University Counsel
- University Information Systems (UIS)
- University Relations
- University Risk Management



# Time to Reflect

- What are three professional and three personal goals for the next 12 months?
- How could you integrate some of the concepts from this year into achieving your 2016-2017 goals?
- What are some topics you'd like to focus on in next year's COP?

See You Next Year!

