

Managerial-Leadership Curriculum

Module Number & Title	Objectives
<p>Module 1:</p> <p style="text-align: center;">Mission, Vision, Values, and Mandates (Larry Jones)</p>	<ol style="list-style-type: none"> 1. Clarify critical definitions of and their roles in effective organizational and personal leadership: mission, mandates, vision, core organizational values, core leadership values, and goals (organizational, team, and individual) 2. Clarify Cooperative Extension’s historical context, mission, mandates, vision, core organizational values, core leadership values, and goals (organizational, team, and individual) 3. Working with your colleagues, prepare a mission statement, vision statement, objectives, and goals for your department/unit 4. Role model the core organizational and leadership values that Cooperative Extension faculty and staff want their leaders to demonstrate
<p>Module 2:</p> <p style="text-align: center;">The Managerial-Leadership Roles of Department Heads (Ellen Fitzsimmons)</p>	<ol style="list-style-type: none"> 1. Clarify the roles and responsibilities of department managerial leadership and learn how to balance them 2. Understand the types of support you can expect to receive from Cooperative Extension Administration to help you carry out your roles as Department Head 3. Deepen your insight regarding your current level of managerial-leadership skills via 360-degree feedback and create action plans for their improvement 4. Build and sustain a productive and cohesive office team, including planning and executing effective meetings 5. Initiate and implement change well
<p>Module 3:</p> <p style="text-align: center;">Self-Management (Dick Pederson)</p>	<ol style="list-style-type: none"> 1. Create a clear, compelling personal mission, vision, and credo of leadership values 2. Deepen understanding of one’s temperament type 3. Enhance abilities to demonstrate emotional intelligence 4. Enhance time-management skills, including managing multiple roles 5. Enhance stress-management skills
<p>Module 4:</p> <p style="text-align: center;">Managing Human Resources (JoAnn Gruber-Hagen)</p>	<ol style="list-style-type: none"> 1. Be able to implement practices to create and maintain a productive work environment 2. Understand the value of and act in accordance with human resources laws, policies, and practices 3. Understand overarching principles and successfully implement hiring strategies for classified, unclassified, and county positions 4. Understand basic concepts of labor relations

<p>Module 5:</p> <p>Coaching for Optimum Performance (Yvonne Horton)</p>	<ol style="list-style-type: none"> 1. Gain a higher appreciation for the value of coaching as a strategy for improving the performance of co-workers 2. Develop core skills that support successful coaching dialogues 3. Develop sensitivity and the skills necessary to coach in the midst of diversity 4. Develop a non-monetary “bag of tricks” to creatively reward staff for achievements 5. Learn how to deal well with difficult people 6. Understand principles and practices of performance management 7. Understand how coaching plugs into the current process of self-initiated performance reviews 8. Understand where one can go for additional support in dealing with difficult staff problems
<p>Module 6:</p> <p>Managing Financial Resources (John Preissing)</p>	<ol style="list-style-type: none"> 1. Increase understanding of the basics of financial management 2. Increase understanding of financial management for capital and technology budgeting 3. Increase understanding of financial management of personnel related budgeting 4. Increase understanding of UWEX financial management practices 5. Improve abilities to secure and manage contracts, grants, and external funding 6. Increase understanding of budgeting in the political arena 7. Increase understanding of revenue- generation issues 8. Increase the capacity of Cooperative Extension Staff to be self-directed learners with financial management concepts and practices within the context of our managerial-leadership framework
<p>Module 7:</p> <p>Building Respectful and Productive Workplace Relationships (Mike Perkl)</p>	<ol style="list-style-type: none"> 1. Understand fundamentals of communication 2. Create unit ground rules for effective communications 3. Improve abilities to listen in a focused, attentive manner 4. Understanding the continuum of workplace relationships: respect to violence 5. Clarifying typical barriers and bridges to effective workplace communications 6. Improve abilities to give and receive feedback 7. Improve abilities to provide recognition 8. Improve abilities to manage conflict 9. Improve abilities to understand other people in terms of their temperament types and comfort zones regarding communication 10. Create as a team a compelling vision for the unit
<p>Module 8:</p> <p>Communicating Value (Pamela Seelman)</p>	<ol style="list-style-type: none"> 1. Increase understanding of the importance of marketing the results of programming efforts 2. Become proactive in developing positive working relationships with decision-makers and funding sources that have impact on the future of Cooperative Extension 3. Understand how to develop strategic marketing plans 4. Have the skills and resources to conduct and evaluate marketing efforts

Module 8 (continued)

5. Develop outcome and impact statements to communicate to decision-makers the value of their programs
6. Clarify best practices in building and maintaining positive relationships with governmental representatives and agencies