

ALI Competencies vs Trainings	4 Essential Skills of Leadership	7 habits of highly effective people	Spirit of Trust	The 3 Drivers to Exemplary Productivity	Crucial Conversations	Crucial Accountability	Getting Things Done	Diagnosing Organizational Issues	Innovative Leadership	Performance Management for Staff	Your Role CPTI	Advancement	Merit Evaluations	Motivating Micro-aggression	Traumatic Experience	De-escalating Conflict	Social Intelligence (empathic listening)	Mentoring/Sponsorship	Faculty Wellbeing	Budgets	Groups/Assemblies	Advises	QMC	University Council	Media Relations	COBA	Regional Office	Pioneer's 100 Series	When to Acquire Skills	
I. Visionary Leadership																														
1.1. Shared vision	X		X						X			X													X				C	
1.2. Possibility mentality		X							X																				A	
1.3. Discipline	X																												D	
1.4. Stakeholders		X	X						X			X																	A	
1.5. Strategic												X																	B	
1.6. Leads change									X																				D	
1.7. Take risks			X						X																				C	
1.8. Service leadership	X	X	X							X																			A	
II. Ethics and Integrity																														
2.1. Responsible							X			X	X										X	X	X	X		X			A	
2.2. Articulates values	X		X																		X	X	X	X					A	
2.3. Ethical behavior		X	X					X													X	X	X		X				A	
2.4. Ethical role model		X	X					X		X											X	X			X				A	
2.5. Fosters trust		X	X					X				X									X	X			X				A	
2.6. Ethical situations		X	X				X		X				X								X	X							A	
2.7. Fair and honest		X	X					X				X		X							X	X							A	
2.8. Conflict of interest																					X	X							A	
III. Communication																														
3.1. Presentations																									X	X			C	
3.2. Listens		X				X	X				X				X	X	X			X									A	
3.3. Difficult conversations					X	X		X		X		X	X	X	X											X	X		B	
3.4. Expresses thoughts										X															X				B	
3.5. Consultation skills							X																						D	
3.6. Regularly communicates	X									X																X			C	
3.7. Models civility		X	X		X	X		X							X														A	
3.8. Disposition		X						X																		X			A	
3.9. Emotional intelligence		X								X					X		X			X						X			A	
3.10. Treats with respect		X	X					X							X							X							A	
3.11. communication methods							X																		X	X			B	
IV. Building Collegiality																														
4.1. Unit belonging	X							X																					B	
4.2. Transparent leadership	X		X					X		X										X									A	
4.3. Open door	X				X	X		X		X																			C	
4.4. Candid and honest		X			X	X		X		X																			A	
4.5. Fosters networking																													C	
V. Leading Through Conflict—Managing Conflict																														
5.1. Diverse viewpoints		X	X		X	X							X		X														A	
5.2. Mediates conflicts					X	X	X			X			X	X							X								C	
5.3. Builds partnerships	X							X								X					X								C	
5.4. conflict situations						X		X								X						X							B	
5.5. Hard choices		X	X		X	X						X	X		X							X							C	
5.6. upper administration		X			X	X									X	X						X							D	
5.7. Avoids bias	X	X												X	X														B	
5.8. Available resources									X													X							A	
5.9. Perceptive					X																		X						A	
5.10. Record keeping										X						X						X				X			B	
VI. Values and Cultivates an Environment of Diversity and Inclusion																														
6.1. Cultivates diversity				X					X																			X	B	
6.2. Inclusive climate			X						X							X						X							X	B
6.3. Intercultural competence		X							X			X																	B	
6.4. Addresses issues		X	X						X					X															B	
6.5. Understands resources/responsibilities			X						X						X							X	X		X		X	X	A	
6.6. implicit bias		X			X		X		X	X	X	X	X									X						X	A	
VII. Creative and Strategic Problem Solving																														
7.1. Frames questions	X					X																					X	B		
7.2. Data for decisions	X																												C	
7.3. Data for issues	X																												D	
7.4. Evaluates solutions							X																						B	
7.5. Navigates obstacles																							X						B	
7.6. Adaptable		X	X												X		X												B	
7.7. Analytical thinking	X																												B	
7.8. Collaborative problem solving							X																						B	
7.9. Institutional offices									X				X									X	X			X			A	
VIII. Developing Self and Others																														
8.1. Mentoring, coaching	X					X				X	X		X																C	
8.2. Self-aware		X															X	X	X										C	
8.3. Resource allocation	X									X																			C	
8.4. Listens		X					X			X						X				X									A	
8.5. Learning environment																													B	
8.6. Humility		X								X						X	X					X	X						A	
8.7. Solicits feedback		X														X													C	
IX. Planning, Managing, and Organizing																														
9.1. Time management				X			X													X									A	
9.2. Effective meetings																													B	
9.3. Delegates	X									X												X							B	
9.4. Prioritizes and organizes				X				X		X												X							A	
9.5. Change management																							X						C	
X. Resource and Financial Management																														
10.1. Resource analysis																					X								A	
10.2. Academic budget model																					X								A	
10.3. Budget management																					X								A	
10.4. External roles										X																			B	
XI. Unit, Institutional and High Education Knowledge																														
11.1. Institutional culture							X				X	X							X	X	X	X			X	X			A	
11.2. Constituents							X	X			X	X				X												X	C	
11.3. Others agenda	X	X																											C	
11.4. Balance interests	X																												D	
11.5. Unit strength	X						X			X																			A	
11.6. University infrastructure							X			X									X	X	X	X			X	X			C	
11.7. Future planning	X						X			X																			A	
11.8. Hiring and retention							X			X												X							B	

green italics =FR and HR trainings
grey = HR trainings
red italics = orientation
blue italics = mini-conference
When should Skills be Acquired?