Competency Based Development Grid*

*Note: These pages will be undergoing periodic updates and enhancements. If you have suggestions to improve the content, know of other tools or articles that would be useful to include, or if you notice a web link is broken, please send an email to Jonathan Halperin, jonathan.halperin@kingcounty.gov. If in the Educational Options column an item is noted as “multiple courses, KC eLearning Skillsoft”, you will need to login to Skillsoft (https://kingcounty.skillport.com), click on Catalogue, open the Business Skills Curricula folder, and then search for the desired courses.

<table>
<thead>
<tr>
<th>Competency</th>
<th>Experience Based Development - <em>Examples</em> (70%)</th>
<th>Relationship Based Development - <em>Examples</em> (20%)</th>
<th>Educational Options (10%)</th>
<th>Articles, Tools, Other Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Action Oriented</td>
<td>- Volunteer for a complex task or project that requires challenging activities, timely decisions and clearly defined due dates. Make visible to all involved your accountabilities, what you will accomplish by when. Develop a system to keep yourself reminded of these accountabilities and your plan for fulfilling them (e.g., a workplan).</td>
<td>- Ask your manager to write action orientation into your development plan; agree on how you and your manager will work together to support your progress over time. - Partner with and observe individuals who are known for their action orientation and ability to get things done.</td>
<td>Project Management Training (HRD course)</td>
<td>Articles on action orientation <a href="http://www.davidco.com/free_articles">http://www.davidco.com/free_articles</a> (register to review)</td>
</tr>
<tr>
<td>2. Dealing with Ambiguity</td>
<td>- Seek to resolve a chronic work problem that you have some control or influence over. This should be problem for which there are no clear solutions and therefore investigation and experimentation will be required. - Lead or support a project without clearly defined goals, scope, boundaries, etc. Use this as an opportunity to navigate</td>
<td>- Ask your manager to write dealing with ambiguity into your development plan; agree on how you and your manager will work together to support your progress over time. - Partner with and observe individuals who are known</td>
<td>Managing for Rapid Change &amp; Uncertainty <a href="https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=mgmt_23_a03_bs_enus&amp;fromShare=yes">https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=mgmt_23_a03_bs_enus&amp;fromShare=yes</a> (KC eLearning Skillsoft course)</td>
<td>Articles on adaptive challenges <a href="http://www.well.com/user/bbear/heifetz.html">http://www.well.com/user/bbear/heifetz.html</a> <a href="http://www.aashe.org/document/profdev/Ruckelshaus_Leadership.pdf">http://www.aashe.org/document/profdev/Ruckelshaus_Leadership.pdf</a> Articles on complexity in the</td>
</tr>
</tbody>
</table>
| 3. Approachability | ambiguous situations. Ask questions for clarity when you can, though learn how to proceed even when there are no clear answers. Monitor and track your ability to achieve results in the face of ambiguity. -Realize that even though many of us prefer to complete our work with no loose ends remaining, the reality in today’s complex and sometimes chaotic workplace require us to be ok with incomplete tasks that will need to be attended to at a future date. Develop a personal plan for how you can best deal with this organizational reality. | for their ability to deal effectively with ambiguity. | workplace

http://hbr.org/2011/09/embracing-complexity/ar/1

http://hbr.org/product/learning-to-live-with-complexity/an/R1109C-PDF-ENG
(register to review) |
| --- |  | Introduction to Mindfulness Based Stress Reduction (HRD course) 
Interpersonal Communication: Approachability
https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=comm_21_a05_bs_enus&fromShare=yes
(KC eLearning Skillsoft course) 
Creating and Maintaining a Positive Work Environment
https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=lead_07_a01_bs_enus&fromShare=yes
(KC eLearning Skillsoft course) | Article on active listening
http://www.eqi.org/active_listening_rogers_farson.htm

Article on leaders’ open door policy
http://www.what-are-good-leadership-skills.com/article-on-leadership-skills-09.html |
| -Develop a strong discipline around active listening: Avoid multi-tasking, turning away to work on your computer, interrupting the speaker, etc. Rather, learn to place all your attention on the individual you are interacting with. Manage any non-verbal body language that might indicate impatience. 
-Force yourself to regularly exit your office or cubicle and interact with others. Seek face-to-face communication when possible and appropriate vs. automatically resorting to email. | -Ask your manager to write **approachability** into your development plan; agree on how you and your manager will work together to support your progress over time. 
-Ask your manager or a colleague to observe you and provide candid feedback re: your ability to demonstrate approachability, and specifically what might be getting in the way. |  |  |
## 4. Boss Relationships

- When you find yourself negatively judging your boss for some action or decision, ask yourself - what would I have done differently if I were the boss? Consider what conflicting pressures and priorities might your boss be facing at this moment? Most important, how might you better support your boss in the future with these kinds of difficult challenges?
- Support a committee or project that requires you to interact with managers from various levels of the organization, to better understand their perspectives.
- If possible, seek the opportunity to serve in an acting role for a temporarily vacated leadership role.

- Ask your manager to write **boss relationships** into your development plan; agree on how you and your manager will work together to support your progress over time.
- Ask another manager (other than your own boss) for guidance on how staff can most bring up concerns, try to influence decisions, or build a more positive working relationship with their bosses.

## Administrate Professional:

**Maximizing your Relationship with your Boss**

[https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=ad_01_a03_bs_enus&fromShare=yes](https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=ad_01_a03_bs_enus&fromShare=yes)

(KC eLearning Skillsoft course)

**Getting Results without Direct Authority: Influencing your Boss**

[https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=comm_27_a04_bs_enus&fromShare=yes](https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=comm_27_a04_bs_enus&fromShare=yes)

(KC eLearning Skillsoft course)

## Articles on effective followership

- [http://www.courageousfollowership.com/articles-on-followerhship/](http://www.courageousfollowership.com/articles-on-followerhship/)
- [http://govleaders.org/follow.html](http://govleaders.org/follow.html)

## 5. Business Acumen

- Volunteer to address a key departmental challenge, one which will require significant research and learning about financial, operational, legal, or policies issue that are core to the business.
- Lead or support a business planning committee, process improvement team, or customer research project to learn about broad areas of the business.
- Seek a cross-functional rotation to an entirely different line of business in the organization.
- Volunteer to make a presentation to leadership that will require you to strengthen your knowledge of the business.

- Ask your manager to write **business acumen** into your development plan; agree on how you and your manager will work together to support your progress over time.
- Ask a colleague working in a different line of business if you can shadow this person as a way to develop your business acumen.

## Articles on managing up


## Business Execution


## ENO programs

[https://www.enotrans.org/courses](https://www.enotrans.org/courses)

## APTA programs

[http://www.apta.com/mc/Pages/default.aspx](http://www.apta.com/mc/Pages/default.aspx)

## Evans Cascades School

[http://evans.uw.edu/cascades](http://evans.uw.edu/cascades)

## Finance and Accounting Curriculum (multiple courses, KC eLearning Skillsoft)

| 6. Career Ambition | -Define your professional goals for the next two, five, ten years. Identify which skills, knowledge, or behaviors you will need to develop to achieve these goals. Monitor on a regular basis to what degree you are progressing towards your goals – and if not, what is getting in the way. -Take on a difficult task or project that requires you to leave your “comfort zone” and experience new responsibilities and work situations. Use this experience to 1) better evaluate the kinds of work you like or dislike, 2) assess your ability to change and adjust your career path with skill and agility. | -Ask your manager to write **career ambition** into your development plan; agree on how you and your manager will work together to support your progress over time. -Ask a colleague, mentor, your boss, etc., what they think you are capable of achieving in your career. -Consider working with a life coach or career counselor to help you better define your career goals. | Link to KC’s Career Support Services Program http://www.kingcounty.gov/employees/CareerSupport.aspx Article on career ambition http://jobs.aol.com/articles/2011/01/10/ambition-what-employers-want/ |
### 7. Caring About Direct Reports

- Develop a strong discipline around active listening: Avoid multi-tasking, turning away to work on your computer, interrupting the speaker, etc. Rather, learn to place all your attention on the individual you are interacting with. Manage any non-verbal body language that might indicate impatience.
- Force yourself to regularly exit your office or cubicle and interact with others. Seek face-to-face communication whenever possible and appropriate vs. automatically resorting to email.
- At a staff meeting, ask direct reports to briefly describe how they spent their weekend, or one thing they are looking forward to doing outside of work, etc.
- Volunteer to be a mentor or coach to help an individual or team become more successful.

- Ask your manager to write *caring about direct reports* into your development plan; agree on how you and your manager will work together to support your progress over time.
- Periodically, ask your manager or a colleague to observe you and provide candid feedback re: your ability to demonstrate caring about direct reports, and specifically what might be getting in the way.
- Periodically, in 1:1 conversations with direct reports, ask them “what can I do to be a better manager for you?”

### Effective Workplace Coaching (HRD course)

- Employee Engagement Curriculum (multiple courses, KC eLearning Skillsoft)

### Management Essentials: Caring About Your Direct Reports

- [https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=mgmt_15_a07_bs_enus&fromShare=yes](https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=mgmt_15_a07_bs_enus&fromShare=yes)
  (KC eLearning Skillsoft course)

### Employee Relations: Satisfying Employees

  (KC eLearning Skillsoft course)

### Leadership Essentials: Leading with Emotional Intelligence

- [https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=lead_05_a04_bs_enus&fromShare=yes](https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=lead_05_a04_bs_enus&fromShare=yes)
  (KC eLearning Skillsoft course)

**Articles on staff engagement**

- [http://www.12secondstoprojectmanagementgreatness.com/member/resources/summaries/Personnel_HR/Enthusiastic_Employee.pdf](http://www.12secondstoprojectmanagementgreatness.com/member/resources/summaries/Personnel_HR/Enthusiastic_Employee.pdf)

**Book summary of The Enthusiastic Employee**


### 8. Comfort Around Higher Management

- Volunteer to make a presentation to senior leadership. Prepare in advance for how you will show up, articulate your point of view, and how you might respond to likely questions or challenges.

- Ask your manager to write *comfort around higher management* into your development plan; agree on how you and your manager will work together to support your progress over time.

- Periodically, ask your manager or a colleague to observe you and provide candid feedback re: your ability to demonstrate comfort around higher management, and specifically what might be getting in the way.

- Periodically, in 1:1 conversations with direct reports, ask them “what can I do to be a better manager for you?”

### Communicating Effectively with the “C” Level

- (multiple KC eLearning Skillsoft courses)
### 9. Command Skills
- Serve on a task force or committee that includes senior leaders.
- Lead a project that requires quick decision making and provides you with the authority to direct other people’s activities.
- Before meeting with people you need to direct, clearly define for yourself what commitments and actions you will need them to take. Be prepared for how you will respond to any push back or challenges.

<table>
<thead>
<tr>
<th>Action</th>
<th>Manager Will Work Together</th>
<th>Difficult Conversations (HRD course)</th>
<th>Articles on assertive leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Serve on a task force or committee that includes senior leaders.</td>
<td>- To support your progress over time.</td>
<td>- Ask your manager to write <code>command skills</code> into your development plan; agree on how you and your manager will work together to support your progress over time.</td>
<td>- <a href="http://www.businessmanagementdaily.com/19465/keep-employees-in-check-through-assertive-management-technique">http://www.businessmanagementdaily.com/19465/keep-employees-in-check-through-assertive-management-technique</a></td>
</tr>
<tr>
<td>- Look for opportunities to meet with senior leaders to learn about their work, share best practices, or even to hear about their lives outside of work (e.g., over an informal lunch).</td>
<td>- Partner with and observe individuals who are known for their command skills.</td>
<td>- <a href="http://voices.yahoo.com/managerial-courage-its-key-element-todays-manager-2166885.html">http://voices.yahoo.com/managerial-courage-its-key-element-todays-manager-2166885.html</a></td>
<td>- <a href="http://www.senderosdeproductividad.com/contenidos_boletin/textos/oncken_monkey.pdf">http://www.senderosdeproductividad.com/contenidos_boletin/textos/oncken_monkey.pdf</a></td>
</tr>
</tbody>
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### 10. Compassion
- Develop a strong discipline around active listening: Avoid multi-tasking, turning away to work on your computer, interrupting the speaker, etc. Rather, learn to place all your attention on the individual you are interacting with. Manage any non-verbal body language that might indicate impatience.
- Consider volunteering for service work or participating in a self-help group outside of your regular job.
- Define for yourself both your willingness and personal limits to support others.

<table>
<thead>
<tr>
<th>Action</th>
<th>Manager Will Work Together</th>
<th>Introduction to Mindfulness Based Stress Reduction (HRD course)</th>
<th>Article on managing with compassion</th>
</tr>
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<tbody>
<tr>
<td>- Develop a strong discipline around active listening: Avoid multi-tasking, turning away to work on your computer, interrupting the speaker, etc. Rather, learn to place all your attention on the individual you are interacting with. Manage any non-verbal body language that might indicate impatience. Consider volunteering for service work or participating in a self-help group outside of your regular job. Define for yourself both your willingness and personal limits to support others.</td>
<td>- Ask your manager to write <code>compassion</code> into your development plan; agree on how you and your manager will work together to support your progress over time. - Periodically, ask your manager or a colleague to observe you and provide candid feedback re: your ability to demonstrate compassion, and</td>
<td>- [<a href="https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=mgmt_15_a07">https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=mgmt_15_a07</a> bs_enus&amp;fromShare=yes](<a href="https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=mgmt_15_a07">https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=mgmt_15_a07</a> bs_enus&amp;fromShare=yes) (KC eLearning Skillsoft course)</td>
<td>- <a href="http://www.linkedin.com/today/post/article/20121015034012-22330283-managing-compassionately">http://www.linkedin.com/today/post/article/20121015034012-22330283-managing-compassionately</a></td>
</tr>
</tbody>
</table>
| 11. Composure | specifically what might be getting in the way. | -Ask your manager to write **composure** into your development plan; agree on how you and your manager will work together to support your progress over time.  
-Consider working with a life coach or counselor to help you better maintain your composure. | **Introduction to Mindfulness Based Stress Reduction** (HRD course)  
**Wellness Curriculum** (multiple KC eLearning Skillsoft courses)  
**Emotional Intelligence Curriculum** (multiple KC eLearning Skillsoft courses) | Articles on composure  
[http://www.leadinginsight.com/composure.htm](http://www.leadinginsight.com/composure.htm)  
[http://hbr.org/2013/07/connect-then-lead/ar/1](http://hbr.org/2013/07/connect-then-lead/ar/1)  
[http://www.youtube.com/watch?v=rofEtZwGk5A](http://www.youtube.com/watch?v=rofEtZwGk5A) |
| 12. Conflict Management | -Volunteer to participate in difficult negotiations that might involve conflict – labor negotiations, working with an irate customer, supporting two of your direct reports to resolve a dispute, etc. Plan carefully in advance how you might be of help and best ways to respond should intense conflict emerge.  
-Carefully monitor any stories you are telling yourself about people you are in | -Ask your manager to write **dealing with ambiguity** into your development plan; agree on how you and your manager will work together to support your progress over time.  
-Partner with and observe individuals who are known for their ability to | **Communication Skills that Work: How to Resolve Conflict & Increase Communication** (HRD course)  
**Effective Communication and Conflict Management** (HRD course)  
**Difficult Conversations** (HRD course) | KC ADR Services  
[http://www.kingcounty.gov/employees/adr/services.aspx](http://www.kingcounty.gov/employees/adr/services.aspx)  
Articles on conflict mgt  
[http://managementhelp.org/interpersonal/conflict.htm](http://managementhelp.org/interpersonal/conflict.htm) |
**13. Confronting Direct Reports**

- Set up regular 1:1 meetings to review direct reports’ performance, committing to candidly address any significant issues. In advance of these meetings, write down the specific outcomes you want from each conversation, how you will bring up your concerns, how you will respond to challenges or resistance, etc. Having such a plan means you will be better prepared to act appropriately in challenging conversations.
- Consider a rotation assignment to lead and turnaround a dysfunctional or poor performing team.

<table>
<thead>
<tr>
<th>What you can do to effectively manage conflict. Consider working with a life coach or counselor to help you better manage conflict.</th>
<th>Consider a rotation assignment to lead and turnaround a dysfunctional or poor performing team.</th>
<th>Articles on assertive leadership</th>
<th>Conflict resolution websites</th>
</tr>
</thead>
<tbody>
<tr>
<td>What actual, objective evidence do you have to validate your assumptions, concerns, mistrust of these individuals? Try to imagine what others may be assuming about you as well. Consider how you and the people you are in conflict with could safely get the key issues, concerns out on the table without damaging the relationship. Volunteer to serve as a community mediator for a local dispute resolution center. After learning the basics, commit to facilitating mediations for a specific period of time, as a way to learn how to manage conflict.</td>
<td>Ask your manager to write confronting direct reports into your development plan; agree on how you and your manager will work together to support your progress over time. Ask a peer or a mentor for guidance on how to get better at confronting direct reports.</td>
<td>Articles on workplace negativity</td>
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<td>-Volunteer to serve as a community mediator for a local dispute resolution center. After learning the basics, commit to facilitating mediations for a specific period of time, as a way to learn how to manage conflict.</td>
<td>-Set up regular 1:1 meetings to review direct reports’ performance, committing to candidly address any significant issues. In advance of these meetings, write down the specific outcomes you want from each conversation, how you will bring up your concerns, how you will respond to challenges or resistance, etc. Having such a plan means you will be better prepared to act appropriately in challenging conversations.</td>
<td>-Consider a rotation assignment to lead and turnaround a dysfunctional or poor performing team.</td>
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</tr>
</tbody>
</table>
| **14. Creativity** | - Lead or support a project to launch a brand new product or service, tackle a complex organizational issue for which there are no easy solutions, or develop a creative approach to persuading an intransigent colleague or customer to take a specific course of action. 
- Develop your creative expression by engaging in some kind of art form, outside of work.
- Try using a graphics software program - or perhaps just flip charts and pens - to draw a picture of the challenges you are facing that demand creative solutions. Try to use shapes and images, not just words, to express the situation and your proposed solutions. | - Ask your manager to write creativity into your development plan; agree on how you and your manager will work together to support your progress over time.
- Partner with and observe individuals who are known for their ability to use creativity to achieve business results. | **Leadership Essentials:** Generating Creative & Innovation Ideas curriculum (multiple KC eLearning Skillsoft courses)
**Leading Innovation**
https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=lead_05_a04_bs_enus&fromShare=yes (KC eLearning Skillsoft course) | Articles on innovation at Google & Pixar
Video on creativity
http://www.ted.com/talks/david_kelley_how_to_build_your创意_confidence.html |
| **15. Customer Focus** | - Seek opportunities to experience direct contact with customers. For example: Rotate for a period of time into a customer facing role, volunteer to work with an unhappy customer, listen in on calls to customer service staff, review customer feedback reports. From these experiences, identify what customers need most from your organization or your workgroup.
- Consider the times you yourself have been both a satisfied and dissatisfied customer. What made the difference? How did you feel when you were poorly treated vs. served with exceptional caring and attention? Identify what you’ve learned from these experiences that you can apply to the service you provide to others. | - Ask your manager to write customer service into your development plan; agree on how you and your manager will work together to support your progress over time.
- Periodically, ask your manager or a colleague to observe you and provide candid feedback re: your ability to demonstrate customer service, and specifically what might be getting in the way. | **Customer Service Training** (HRD course)
**Customer Service curriculum** (multiple KC eLearning Skillsoft courses)
**Managing Customer-Driven Process Improvement** (multiple KC eLearning Skillsoft courses) | KC Customer Service website
Articles on customer services
http://www.customerservice.manager.com/customer-service-articles.htm
http://managementhelp.org/customerservice/service.htm |
| 16. Timely Decision Making | Develop a standard process to help you make decisions quickly, under pressure. Create a pros/cons assessment template you can quickly use when faced with urgent decisions. Establish a system to alert you when it’s time to decide, even if you don’t have all the needed data, facts. Volunteer to work on a crisis management team, either at work or outside in the community. | Ask your manager to write *timely decision making* into your development plan; agree on how you and your manager will work together to support your progress over time. Partner with and observe individuals who are known for their ability to make timely decisions. | **Problem Solving and Decision Making Strategies** (multiple KC eLearning Skillsoft courses) | Article on quick decision making | http://www.linkedin.com/today/post/article/20130104204407-10904058-how-to-make-big-decisions-quickly |
| 17. Decision Quality | Ensure you are using a robust problem solving method that will allow you to make high quality decisions. Properly define the problem, avoid assuming cause or jumping to solutions, and engage in data driven root cause analysis. Understand that the initial problem solving steps (defining the problem, determining root cause) will take up the vast majority of the process and, if done properly, will quickly lead to superior decisions. For each decision, carefully define who is the ultimate decision maker, or approver, which stakeholders will need to be consulted, and the level of authority you have been granted in this decision making process. | Ask your manager to write *decision quality* into your development plan; agree on how you and your manager will work together to support your progress over time. Partner with and observe individuals who are known for their ability to make high quality decisions. | **Problem Solving and Decision Making Strategies** (multiple KC eLearning Skillsoft courses) | Article on decision quality | http://www.strategy-business.com/article/002107pg=all |
| 18. Delegation | Create a standard process for delegating work to others. Define for yourself what work is appropriate to delegate and what work you should hang on to yourself. Create a delegation template which is to be completed by you and the person to whom you are delegating, to establish the specifications and requirements for the work, when you will check in, the | Ask your manager to write *delegation* into your development plan; agree on how you and your manager will work together to support your progress over time. Partner with and observe individuals in your area | **Delegation Essentials** (multiple KC eLearning Skillsoft courses) | Articles on delegation | http://people.rice.edu/uploadedFiles/People/TEAMS/Learning%20to%20Delegating.pdf http://www.shrm.org/hrdisciplines/hrmpdev/articles/pages/delegatereffectively.aspx http://www.senderosdeprodu
<p>| -Consider the total compensation (salary &amp; benefits) of the people you manage - as well as the goodwill and talent they bring to the workplace - and try to estimate the cost to the organization if their performance were to fall by, say 30% (which can happen in organizations where staff not properly developed). Realize that your primary responsibility is to maximize the contribution of the people you lead through development, and that your leadership can either enhance or squander this most precious resource, your staff. -Apply the 70/20/10 development model. Avoid falling into the trap that development only means sending people to training classes. -Find meaningful work you can delegate to your staff, which will both free up your time and provide the most powerful form of development for the people you lead. Meet regularly with staff to review progress and provide supportive coaching, focusing both on the delegated work and the development of your staff’s skills and capabilities. | -Ask your manager to write <strong>developing direct reports</strong> into your development plan; agree on how you and your manager will work together to support your progress over time. -Periodically ask your direct reports for candid feedback on you can be a better developer of people. | Effective Workplace Coaching (HRD course) Management Essentials: Developing your Direct Reports <a href="https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=mgmt_15_a03_bs_enus&amp;fromShare=yes">https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=mgmt_15_a03_bs_enus&amp;fromShare=yes</a> (KC eLearning Skillsoft course) |
| 20. Directing Others | -Design a new system (or assess your existing one) for assigning work to staff and then monitoring results. Determine how best to communicate requirements or specifications for each task or job, how to check on quality and progress, how people can come to you for support, coaching or troubleshooting. Develop | -Ask your manager to write <strong>directing others</strong> into your development plan; agree on how you and your manager will work together to support your progress over time. -Periodically ask your direct | Management Essentials: Directing Others <a href="https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=mgmt_15_a01_bs_enus&amp;fromShare=yes">https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=mgmt_15_a01_bs_enus&amp;fromShare=yes</a> (KC eLearning Skillsoft course) |
| -Ask your manager to write <strong>directing others</strong> into your development plan; agree on how you and your manager will work together to support your progress over time. -Periodically ask your direct reports for candid feedback on you can be a better developer of people. | Articles on assertive leadership <a href="http://www.businessmanagementdaily.com/19465/keep-employees-in-check-through-assertive-management-technique">http://www.businessmanagementdaily.com/19465/keep-employees-in-check-through-assertive-management-technique</a> <a href="http://www.leadershipexpert.com/contenidos_boletin/textos/oncken_monkey.pdf">http://www.leadershipexpert.com/contenidos_boletin/textos/oncken_monkey.pdf</a> | | |</p>
<table>
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<tr>
<th>Contingencies for how to respond should staff’s work not meet requirements or start to go off track. -Manage a team, or an individual, with low engagement or poor performance. In the process, identify which of your behaviors seem to effectively guide others to accomplish work, without disengaging them. Commit to utilizing these behaviors consistently.</th>
<th>Reports for candid feedback on how you can do a better job of directing them in their work.</th>
<th>Strategies for Facilitating Challenging Dialogues around Race, Gender, Culture and Social Differences (HRD course) Micro-Aggressions in the Workplace (HRD course) Working with the Four Generations (HRD course) Basic Equity and Social Justice Training (HRD course) Diversity on the Job (multiple KC eLearning Skillsoft courses) Workforce Generations (multiple KC eLearning Skillsoft courses) Fundamentals of Cross Cultural Communications (multiple KC eLearning Skillsoft courses)</th>
<th>co.uk/importance-assertive-leadership.html <a href="http://voices.yahoo.com/managerial-courage-its-key-element-todays-manager-2166885.html">http://voices.yahoo.com/managerial-courage-its-key-element-todays-manager-2166885.html</a></th>
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<tr>
<td>-Present to a management team, your peers or some other organizational group a business case for effectively managing diversity. Describe in your business case how managing a diverse workforce is critical to customers, staff engagement, employee retention, and the overall success of the organization. -Pay attention to whether the people you lead reflect the diversity of the populations you serve and the talent pools from which they are hired. If your work group is not sufficiently diverse, conduct a root cause analysis to determine the reasons why, and then begin to address the gaps. -Volunteer for a community project that involves providing services to diverse communities.</td>
<td>-Ask your manager to write managing diversity into your development plan; agree on how you and your manager will work together to support your progress over time. -Periodically, ask your manager or a colleague to observe you and provide candid feedback re: your ability to effectively manage diversity, and specifically what might be getting in the way.</td>
<td>KC Equity &amp; Social Justice <a href="http://www.kingcounty.gov/exec/equity.aspx">http://www.kingcounty.gov/exec/equity.aspx</a> Articles on managing diversity <a href="http://www.workforcediversitynetwork.com/docs/Business_Case_3.pdf">http://www.workforcediversitynetwork.com/docs/Business_Case_3.pdf</a> <a href="http://tedchilds.com/files/HRDiversityStrategy04.pdf">http://tedchilds.com/files/HRDiversityStrategy04.pdf</a> <a href="http://www.netplaces.com/managing-people/following-the-rules/equity-and-fairness.htm">http://www.netplaces.com/managing-people/following-the-rules/equity-and-fairness.htm</a></td>
<td>Video on managing diversity <a href="http://www.youtube.com/watch?v=_iaZUTsF-rs">http://www.youtube.com/watch?v=_iaZUTsF-rs</a></td>
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| **22. Ethics and Values** | -Spend some time to clearly define your personal values at work. Determine what is authentically most important to you (e.g., customer service, integrity, helping others, career advancement, achieving results, developing new and innovative approaches, etc.) Try to prioritize your top 5 values. On a regular basis assess to what degree you are bringing these values to life in your daily work.  
-Commit to being exceptionally mindful of when you make a mistake, fail to follow through on a commitment, damage trust in a relationship, etc. Be sure to record and keep track of these instances, and most importantly, your plan to address them in a way that is visible to others. Be sure to articulate responsibility for your mistakes and offer whatever apologies are necessary to minimize damage to relationships and how others perceive you.  
-Lead or participate on a team that needs to make some tough business decisions that may require trade-offs between the needs of various constituents, including employees. Pay attention to the degree to which you remain true to your professed values. | -Ask your manager to write **ethics and values** into your development plan; agree on how you and your manager will work together to support your progress over time.  
-Periodically, ask your manager or a colleague to observe you and provide candid feedback re: your ability to demonstrate ethics and values, and specifically what might be getting in the way. | **Micro-Aggressions in the Workplace** (HRD course)  
**Basic Equity and Social Justice Training** (HRD course)  
**Business Ethics** (multiple KC eLearning Skillsoft courses) | Link to KC Code of Ethics  
Article on ethics  
[http://www.businessethics.ca/articles.html](http://www.businessethics.ca/articles.html)  
[http://managementhelp.org/businessethics/ethicsguide.htm](http://managementhelp.org/businessethics/ethicsguide.htm)  
Ethics website  
| **23. Fairness to Direct Reports** | -Represent the needs, concerns, frustrations of your direct reports to a higher level management group. Attempt to get these leaders’ active support for you direct reports’ concerns.  
-Think about how you have been supporting various members of your team over time. Honestly assess the degree to which you are providing equitable treatment. If you notice any  
| -Ask your manager to write **fairness to direct reports** into your development plan; agree on how you and your manager will work together to support your progress over time.  
-Partner with and observe individuals in your area who are known for their | **Management Essentials:**  
Treating your Direct Reports Fairly  
(KC eLearning Skillsoft course) | Article on fairness  
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<th>24. Functional/Technical Skills</th>
<th>lack of fair and equitable treatment, honestly assess why this is the case, what is causing you to behave this way, and what you need to do differently to demonstrate fairness?</th>
<th>ability to be fair to direct reports.</th>
<th>APTA programs <a href="http://www.apta.com/mc/Pages/default.aspx">http://www.apta.com/mc/Pages/default.aspx</a></th>
<th>ENO programs <a href="https://www.enotrans.org/courses">https://www.enotrans.org/courses</a></th>
<th>NTI programs <a href="http://www.ntionline.com/courses/list.php">http://www.ntionline.com/courses/list.php</a></th>
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<td>-Build a development plan that will allow you to gain expertise within your own functional/technical area. Apply the 70/20/10 development model.</td>
<td>-Ask your manager to write <em>functional/technical skills</em> into your development plan; agree on how you and your manager will work together to support your progress over time.</td>
<td>Essentials of Interviewing and Hiring (multiple KC eLearning Skillsoft courses)</td>
<td>KC hiring &amp; recruitment website <a href="http://your.kingcounty.gov/employees/Recruiting/RecruiterWorkgroup.html">http://your.kingcounty.gov/employees/Recruiting/RecruiterWorkgroup.html</a></td>
<td>Articles on hiring <a href="http://managementhelp.org/staffing/hiring.htm">http://managementhelp.org/staffing/hiring.htm</a></td>
<td><a href="http://www.harvardsamsung.net/hbspcourse/hm10/hiring/resources/r0511f.pdf">http://www.harvardsamsung.net/hbspcourse/hm10/hiring/resources/r0511f.pdf</a></td>
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<td>-Lead or support a process improvement team. Spend time in the workplace learning about the details of your operations. Engage in process walks, following and documenting the flow of product, information, etc. from beginning to end.</td>
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<td>-Prepare yourself to teach a course, deliver a workshop, etc., on the area in which you need to increase your functional/technical skills. Do careful research and investigation in advance to successfully deliver the content.</td>
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<td>25. Hiring and Staffing</td>
<td>-Volunteer to participate on multiple hiring panels. Learn which kinds of selection practices, interview questions, assessment tools, etc. lead to great hires vs. poor or mediocre ones.</td>
<td>-Ask your manager to write <em>hiring and staffing</em> into your development plan; agree on how you and your manager will work together to support your progress over time.</td>
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<td>-Based on the strategic or business goals of your operation, define what kinds of skills and competencies will be required both in the near term and two, five, ten years in the future. Determine how these requirements should inform your staffing plans.</td>
<td>-Partner with and learn from individuals who are known for their ability to effectively hire and staff.</td>
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<td>26. Humor</td>
<td>-Take a comedy improve class outside of work to help you increase your ability to laugh and appreciate the challenges and absurdities of everyday work life.</td>
<td>-Ask your manager to write <em>humor</em> into your development plan; agree on how you and your</td>
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<td>Articles on humor in the workplace <a href="http://www.laughterremedy.com/articles/workplace_articles.html">http://www.laughterremedy.com/articles/workplace_articles.html</a></td>
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<td>27. Informing</td>
<td>- Lead or support a project that involves a large number of stakeholders. Set up a process to ensure the right people are informed as needed at the right time. Ensure there is a mechanism in place for stakeholders to let you know when they are receiving either too much or too little information. - Create a matrix, listing on one axis all the key responsibilities in your current role. On the other axis list the individuals, or groups, that you interact with on a regular basis. Use the matrix to identify who needs to be informed, about what, as it relates to each of your key responsibilities. Be sure to consult this matrix regularly to ensure you are appropriately informing stakeholders as needed.</td>
<td>- Ask your manager to write <em>informing</em> into your development plan; agree on how you and your manager will work together to support your progress over time. - Periodically, ask your key stakeholders for candid feedback: your ability to appropriately inform them and keep them in the loop with your work, and specifically what might be getting in the way.</td>
<td>Articles on organizational communication <a href="http://managementhelp.org/organizationalcommunications/index.htm">http://managementhelp.org/organizationalcommunications/index.htm</a></td>
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<td>28. Innovation Management</td>
<td>- Lead or support a team that is launching a new product or service, redesigning a work process, or engaging in complex problem solving. Support team members to creatively develop novel approaches for meeting customer requirements. Allow yourself and your fellow team members to engage in innovative thinking activities, knowing that</td>
<td>- Ask your manager to write <em>innovation management</em> into your development plan; agree on how you and your manager will work together to support your progress over time. - Partner with and observe individuals who are known</td>
<td><a href="https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetId=lead_05_a06_bs_enus&amp;fromShare=yes">Leadership Essentials: Leading Innovation</a> (KC eLearning Skillsoft course)</td>
<td><a href="http://www.strategybusiness.com/blog/Five-Principles-to-Turbocharge-Innovation?gko=e8531">Articles on innovation mgt</a> <a href="http://customerservicegov.com/govlib/Innovation_In_Government/#sthash.tlE7yQXq.dpb">http://customerservicegov.co m/govlib/Innovation_In_Government/#sthash.tlE7yQXq.dpb</a></td>
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<td>29. Integrity and Trust</td>
<td>Generating Creative &amp; Innovative Ideas (multiple KC eLearning Skillsoft courses)</td>
<td>Building and Maintaining Trust (multiple KC eLearning Skillsoft courses)</td>
<td>Critical Thinking Essentials (multiple KC eLearning Skillsoft courses)</td>
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<td>- Commit to being exceptionally mindful of when you make a mistake, fail to follow through on a commitment, damage trust in a relationship, etc. Be sure to record and keep track of these instances, and most importantly, your plan to address them in a way that is visible to others. Be sure to articulate responsibility for your mistakes and offer whatever apologies are necessary to minimize damage to relationships and how others perceive your trustworthiness. - Make a list of any of your habitual behaviors that might be perceived by others as untrustworthy. Attach to each of these behaviors a reminder or memory jog that will allow you to catch yourself before you behave inappropriately and further damage your integrity and trust.</td>
<td>-Ask your manager to write <strong>integrity and trust</strong> into your development plan; agree on how you and your manager will work together to support your progress over time. - Periodically, ask the key people in your work life for candid feedback on whether you are demonstrating improved trustworthiness and integrity, and specifically what might be getting in the way.</td>
<td>Articles on integrity <a href="http://www.forbes.com/sites/trustedadvisor/2012/04/03/why-trust-is-the-new-core-of-leadership/">http://www.forbes.com/sites/trustedadvisor/2012/04/03/why-trust-is-the-new-core-of-leadership/</a> <a href="http://cism.my/upload/article/201106171723110.Managing%20organizational%20integrity%20and%20trust.pdf">http://cism.my/upload/article/201106171723110.Managing%20organizational%20integrity%20and%20trust.pdf</a> <a href="http://www.ted.com/talks/stanley_mccrystal.html">http://www.ted.com/talks/stanley_mccrystal.html</a> Video on building trust <a href="http://www.ted.com/talks/stanley_mccrystal.html">http://www.ted.com/talks/stanley_mccrystal.html</a></td>
<td>Articles on critical thinking <a href="http://www.psychology4all.com/Thinking.htm">http://www.psychology4all.com/Thinking.htm</a> <a href="http://blog.iqmatrix.com/critical-thinker">http://blog.iqmatrix.com/critical-thinker</a></td>
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<td>30. Intellectual Horsepower</td>
<td>-Conduct a root cause analysis of a work process or organizational problem. Use a data driven, cause and effect approach to identify root cause(s). Document benefits, downsides and tradeoffs for a variety of solutions. - Volunteer to deliver a presentation on a subject you are not very familiar with. Use a methodical, sequential approach to learning about this subject and designing</td>
<td>- Ask your manager to write <strong>intellectual horsepower</strong> into your development plan; agree on how you and your manager will work together to support your progress over time. - Partner with and observe individuals who are known for effectively applying</td>
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a meaningful talk. Practice delivering the presentation to make sure the content is delivered in a complete, comprehensive, sequential manner. Consider in advance the many difficult questions you may be asked, and how you might answer them in a way that demonstrates your critical thinking on the subject.

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<th>31. Interpersonal Savvy</th>
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| -Lead or support an initiative to integrate or align various processes, decentralized resources, multiple work groups, etc. Commit to paying equal attention to both the technical and social aspects of this change. Develop a stakeholder analysis, listing the key individuals or groups that you will need to influence, and how you will do so given their motives, needs, styles, etc.  
- Before meeting with others to build agreement and collaboration, make a list of both the a) business and b) relational outcomes your desire from this meeting. For instance, you may want a) another person to agree to particular goal or plan, and b) to improve your working relationship with this person so both of you will feel a higher degree of trust and mutual support going forward. In advance of meeting, create a flexible plan to achieve both goals for this meeting.  |
| -Ask your manager to write interpersonal savvy into your development plan; agree on how you and your manager will work together to support your progress over time.
- Partner with and observe individuals who are known for their interpersonal savvy.  |
| Emotional Intelligence Essentials  
(multiple KC eLearning Skillsoft courses)  
Interpersonal Communication  
(multiple KC eLearning Skillsoft courses)  
Fundamentals of Working with Difficult People  
(multiple KC eLearning Skillsoft courses)  |
| Articles on emotional intelligence  
http://psychcentral.com/lib/what-is-emotional-intelligence-eg/0001037  
http://www.helpguide.org/me ntal/eq5_raising_emotional_intelligence.htm  
Video on emotional intelligence  
http://www.youtube.com/watch?v=NeJ3FFJyFyc |

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<th>32. Learning on the Fly</th>
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<td>-Ask your boss to delegate one of her/his job responsibilities to you, one that will require learning new skills, knowledge, behaviors and achieving outcomes in a timely manner. Or see if you can swap responsibilities with a colleague for developmental purposes.</td>
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<td>-Ask your manager to write learning on the fly into your development plan; agree on how you and your manager will work together to support your progress over time.</td>
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| Article on learning agility  
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<th>33. Listening</th>
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| - Lead or support a project with tight deadlines, in an area that you are not very familiar with. Identify what knowledge and skills you will need to gain in order to be successful during this project, and your plan for quickly gaining them.  
- Seek opportunities to rotate into other roles (e.g., special duty assignments). Set timelines and deliverables that will require you to quickly learn the new elements of this rotation opportunity.  
- Volunteer with a community organization outside of work, taking on a key role in a subject area you are not very familiar with. |
| - Partner with and observe individuals who are known for their ability to learn on the fly. |
| - Ask your manager to write **listening** into your development plan; agree on how you and your manager will work together to support your progress over time.  
- Periodically, ask your manager or a colleague to observe you and provide candid feedback re: your ability to demonstrate improved listening skills, and specifically what might be getting in the way. |
| **Effective Workplace Coaching** (HRD course)  
**Listening Essentials** (multiple KC eLearning Skillsoft courses) |
| Articles on listening  
[http://www.mckinsey.com/insights/leading_in_the_21st_century/the_executives_guide_to_better_listening](http://www.mckinsey.com/insights/leading_in_the_21st_century/the_executives_guide_to_better_listening)  
[http://www.brodow.com/Articles/ArtOfListening.html](http://www.brodow.com/Articles/ArtOfListening.html)  
Video on listening  
[http://www.ted.com/talks/julian_treasure_5_ways_to_listen_better.html](http://www.ted.com/talks/julian_treasure_5_ways_to_listen_better.html)  
| 34. Managerial Courage |
| - Plan and prepare to engage in a difficult conversation with another person (e.g., a poor performing staff member, a colleague who is not cooperating, a senior leader who is not following through, etc). Carefully plan in advance how you will a) clearly articulate to the |
| - Ask your manager to write **managerial courage** into your development plan; agree on how you and your manager will work together to support your progress over time. |
| **Communication Skills that Work: How to Resolve Conflict & Increase Communication** (HRD course)  
**Difficult Conversations** (HRD course) |
| Articles on assertive leadership  
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<td><strong>other person your goal and desired outcome from the conversation, b) how you will thoughtfully share you concern, c) be ready to respond to likely challenges and pushback, d) be able to know whether or not you have succeeded in this conversation. After the conversation, conduct a self-check on what worked well and what you could have done to better demonstrate managerial courage.</strong></td>
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- Lead a project that involves multiple stakeholders with very different perspectives who need to closely collaborate going forward.

- Partner with and observe individuals who are known for their managerial courage.

- Confronting Difficult Employee Behavior [Link](https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=mgmt_15_a04_bs_enus&fromShare=yes) (KC eLearning Skillsoft course)

- Managing Problem Performance (multiple KC eLearning Skillsoft courses)

- Difficult Conversations (multiple KC eLearning Skillsoft courses)

- Managing During Difficult Times (multiple KC eLearning Skillsoft courses)


- [http://voices.yahoo.com/managerial-courage-its-key-element-todays-manager-2166885.html](http://voices.yahoo.com/managerial-courage-its-key-element-todays-manager-2166885.html)

- [http://www.cs.unca.edu/~manns/HowToMotivateYourProblemPeople.pdf](http://www.cs.unca.edu/~manns/HowToMotivateYourProblemPeople.pdf)

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| **35. Managing and Measuring Work** | - Develop and implement a system for assigning and monitoring the work of others (direct reports, colleagues, project team members, etc). Create a visual system to define the deliverables, timeline, accountabilities, etc. so you can track how the work is progressing and countermeasures should key work begin to go off track.

- Plan a major work event or celebration that involves the coordination of several people, activities, resources, etc. Before beginning, establish a workplan with clear deliverables and timelines. Establish a process to regularly check on progress and to adjust your approach as needed.

- Ask your manager to write managing and measuring work into your development plan; agree on how you and your manager will work together to support your progress over time.

- Partner with and observe individuals who are known for their ability to manage and measure work.

- Project Management Training (HRD course)

- Project Management Curriculum (multiple KC eLearning Skillsoft courses)

- Article on measuring work performance [Link](http://www.ofm.wa.gov/budget/instructions/other/performancemasureguide.pdf) |
| 36. Motivating Others | -In conversations with the people you want to motivate, try to determine their individual goals, aspirations, the work they prefer to do, the issues that most concern them, etc. Document this information. Going forward, look for every opportunity to support these individuals to achieve their goals, pursue their preferred work, etc., within the scope of their current positions. When possible, provide people with opportunities to temporarily work outside the scope of their regular positions to satisfy their individual aspirations. 
-Be a great leader! Actively listen to people’s ideas, concerns and suggestions, responding in way that demonstrates you have heard and will try to address the issues. Know people’s individual aspirations and find ways to support those whenever possible. Regularly recognize and thank people for their contributions. Be approachable, get to know people’s styles, and demonstrate you care about them as individuals, not just workers. Help people to succeed with their work, allowing them to take full credit for their accomplishments. Point out regularly how their work contributes to the success of the larger organization. Develop a compelling vision for the future of the work unit – ideally, do this in collaboration with the people you lead– and consistently remind them of the positive future they are moving towards. | -Ask your manager to write **motivating others** into your development plan; agree on how you and your manager will work together to support your progress over time. 
-Partner with and observe individuals who are known for their ability to motivate others. | Effective Workplace Coaching (HRD course) |
| 37. Negotiating | -Lead or support a project that involves negotiating with unions, managing the negotiations and their impact on the organization. | -Ask your manager to write **negotiating** into your development plan; agree on how you and your manager will work together to support your progress over time. | Communication Skills that Work: How to Resolve Conflict & Increase |
| **38. Organizational Agility** | - Lead or support a complex initiative that requires the cooperation and commitment of several stakeholders across the organization to achieve common goals. Before engaging in this effort, clarify for yourself what specific behaviors or skills you want to focus to improve your organizational agility.  
  - Develop a proposal for change (e.g., to redesign a work process, a new marketing plan, a new product or service, a revised business strategy, etc.), and - Ask your manager to write organizational agility into your development plan; agree on how you and your manager will work together to support your progress over time.  
  - Partner with and observe individuals who are known for their organizational agility. | - Communication (HRD course)  
  - Effective Communication and Conflict Management (HRD course)  
  - Difficult Conversations (HRD course)  
  - Negotiation Essentials (multiple KC eLearning Skillsoft courses)  
  - Change Management for Leaders (HRD course)  
  - Change Management for Individual Contributors (HRD course)  
  - Business Execution (multiple KC eLearning Skillsoft courses)  
  - Getting Results without Direct Authority (multiple KC eLearning)  
  - Articles on organizational agility  
  - Classic book on negotiating |
| **39. Organizing** | bring your proposal to key decision makers for their input and alignment.  
- Volunteer with a community organization outside of work, taking on a key role helping to implement a strategic plan or initiative for that organization. | Skillsoft courses) |
| "- Lead or support a project that requires the gathering, analysis, sorting and storing of large amounts of information or documentation. In advance, develop methods that will allow you to successfully manage this information or documentation.  
- Volunteer to create a system that will support your team to better manage and organize its work. This could include establishing an intake process to handle requests for service, creating a filing system (electronic or paper), building a database to support the team’s activities, etc.  
- Volunteer with a community organization outside of work to plan a large event that will require coordination of multiple tasks, people and resources. Or, lead the planning of a large family event (e.g., wedding, reunion, etc.). | - Ask your manager to write **organizing** into your development plan; agree on how you and your manager will work together to support your progress over time.  
- Partner with and observe individuals who are known for their ability to organize effectively. | Project Management Training (HRD course)  
Project Management Curriculum (multiple KC eLearning Skillsoft courses) |
| Articles on organizing skills | http://www.speedupcareer.com/articles/organizational-skills-at-work.html  
http://www.davidco.com/free_articles (register to review) | Articles on project management  
http://managementhelp.org/projectmanagement/index.htm |
| 40. Dealing with Paradox | -Lead or support a project to address a complex business problem for which there are no easy solutions. Fully immerse yourself in conversations and debates where multiple perspectives are shared. Commit to staying engaged, even when the ambiguity and uncertainty increases. Before engaging in this project, clarify for yourself what specific behaviors or skills you want to improve to better deal with paradox.  
-Keep track of your thoughts, behaviors, decisions during the times when you are required to shift quickly from one issue to another. When does it become uncomfortable? Why? Notice when you are ok with shifting quickly and identify what specifically allows you to change focus with ease. | -Ask your manager to write *dealing with paradox* into your development plan; agree on how you and your manager will work together to support your progress over time.  
-Partner with and observe individuals who are known for their ability to deal with paradox. | Articles on complexity in the workplace  
(register to review) |
| --- | --- | --- | --- |
| 41. Patience | -Keep track of the situations that typically cause you to display impatience. Notice if there are patterns – certain kinds of interactions, certain people, the times when you are tired or stressed, etc., that prompt your impatience. Remind yourself to mentally prepare before entering situations where you are likely to feel impatient. Determine how you will demonstrate a more patient demeanor in these situations.  
-Lead or support a project to gather (ideally, face to face) staff concerns, wants, dislikes, etc. Prepare in advance for how you will practice active listening throughout these conversations. Be sure to summarize and reflect back what you’ve heard from staff. At the conclusion of this effort, communicate to staff which ideas, concerns will be | -Ask your manager to write developing *patience* into your development plan; agree on how you and your manager will work together to support your progress over time.  
-Periodically, ask your manager or a colleague to observe you and provide candid feedback re: your ability to demonstrate patience, and specifically what might be getting in the way. | Article on patience  
Articles on composure  
[http://www.leadinginsight.com/composure.htm](http://www.leadinginsight.com/composure.htm)  
[http://hbr.org/2013/07/connect-then-lead/ar/1](http://hbr.org/2013/07/connect-then-lead/ar/1)  
(need to register to review) |
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<th>addressed, and which ones will not be addressed – and why.</th>
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| 42. **Peer Relationships** | -Participate on a cross-functional team that will require you to work in close collaboration with peers from across the department or organization. Ideally, this would be a team pursuing goals of benefit to all involved. Use this opportunity to get to know your peers, the work they do, their perspectives on the business, etc. Practice effective and active listening while in conversation with them.  
-Make a list of the peers you most need to build positive working relationships with. Take note of what you believe are their key interests (e.g., career advancement, achieving high quality results, doing interesting work, personal development, serving the customer well, etc). Develop a plan for how you can support them to achieve their goals. |
|   | -Ask your manager to write maintaining positive peer relationships into your development plan; agree on how you and your manager will work together to support your progress over time.  
-Partner with and observe individuals who are known for their ability to develop and maintain positive peer relationships. |
|   | **Peer Relationships** (multiple KC eLearning Skillsoft courses) |
|   | Articles on building peer relationships  
http://www.makeadentleadership.com/workplace-relationships.html  
http://talentmgmt.com/articles/view/building_and_managing_cross_functional_teams/print:1 |
| 43. **Perseverance** | -Lead or support a project focused on a chronic organizational challenge, one that despite numerous attempts has not been resolved. Use this as an opportunity to notice what gets in the way of you persevering – doubt, resistance from others, fatigue, ambiguity, etc. Once you’ve identified the obstacle(s), try to objectively analyze the degree to which it is a substantive issue, or an emotional reaction to the challenges of working in a complex organization. If the latter, confirm your commitments to achieving results in spite of difficult emotional reactions.  
-On a regular basis, conduct an “after |
|   | -Ask your manager to write perseverance into your development plan; agree on how you and your manager will work together to support your progress over time.  
-Partner with and observe individuals who are known for their ability to persevere. |
|   | **Perseverance & Resilience** (multiple KC eLearning Skillsoft courses) |
|   | Article on perseverance  
http://www.kellyglobal.net/enterprise/main/web/us/hr_manager/articles_march2010_persvincemakebettermanagers |
44. Personal Disclosure

- During interactions with other people, make incremental attempts to share aspects of who you are, what you care most about, your perspective on various subjects, etc. Afterwards, notice how you feel and then evaluate to what degree your sharing was appropriate and adequate for the workplace.
- Review the Johari Window model to help you better understand how you disclose personal information with others. Fill in each quadrant of the model and decide for yourself if it makes sense to modify the degree to which you are disclosing personal information.

45. Personal Learning

- Ask your boss to delegate one of her/his job responsibilities to you, one that will require you to learn new skills or knowledge and achieve outcomes in a timely manner. Or see if you can swap responsibilities with a colleague for developmental purposes.
- Lead or support a project that will require extensive and challenging interactions with a variety of people, in a variety of different situations. Regularly make notes re: what you are learning about yourself – your strengths, skill
gaps, what you like or dislike about certain kinds of work, etc. From these experiences, identify key themes and what might be the implications for your work going forward.
-Complete the Individual Development Planning worksheet to identify your personal learning priorities.

**46. Perspective**

- Lead or support a project that involves integrating perspectives from a multitude of stakeholders across the organization. Determine to what degree these perspectives align with or differ from your own, and how you will effectively synthesize divergent points of view.
- Look for opportunities to “shadow” or accompany some of your colleagues in different parts of the organization. Ask questions while visiting while shadowing to better understand how people perceive key organizational issues. Try to understand why they have these specific perceptions and what factors in their workplaces shape their thinking.
- Seek a rotational assignment that will allow you to work in a part of the organization very different from the one your current work in.

**47. Planning**

- Plan a major work event or celebration that involves the coordination of several people, activities, resources, etc. Before beginning the effort establish a workplan with clear deliverables and timelines. Establish a process to regularly check on progress and to adjust your approach as needed.
- Serve in a project manager or project coordinator role for a key initiative. Learn

- Ask your manager to write maintaining **perspective** into your development plan; agree on how you and your manager will work together to support your progress over time.
- Partner with and observe individuals who are known for their ability to maintain appropriate perspective.

| Articles on planning | http://managementhelp.org/planning/index.htm |
| 48. Political Savvy | - Lead or support a project that involves working with a wide variety of stakeholders - both individuals and teams with different interests, needs, and perspectives. Create a stakeholder analysis documenting what you believe are the key concerns and interests for each stakeholder; stakeholder behaviors that could either support or hinder success of the project; and actions you can take that would build strong alignment with all involved. In advance of meeting with each key stakeholder determine what actions you can take to support both their interests and the success of the project.  
- Volunteer to meet with a representative from another department or agency to work through a disagreement or lack of alignment around a key business issue. | - Ask your manager to write political savvy into your development plan; agree on how you and your manager will work together to support your progress over time.  
- Partner with and observe individuals who are known for their political savvy. | Articles on political savv 
http://www.2020executivecoaching.com/articles/offic 
politics.php  
http://online.wsj.com/article/SB1000142405311904060 
4576570574190457198.html  
http://www.ccl.org/leadership/pdf/research/WomenPoliticalSavvy.pdf |
| 49. Presentation Skills | - Volunteer to make a presentation to senior management, a group of customers or fellow staff. Spend adequate time preparing - develop a clear purpose, logical and meaningful sequence, and appropriate content. Then practice!  
- Join a Toastmasters group that will allow you to practice and hone your presentation skills in a low risk | - Ask your manager to write presentation skills into your development plan; agree on how you and your manager will work together to support your progress over time.  
- Ask your manager or a colleague to observe you presenting and to give you | Basic Presentation Skills  
(multiple KC eLearning Skillsoft courses)  
Public Speaking Strategies  
(multiple KC eLearning Skillsoft courses)  
Articles on presentation skills [http://opinionator.blogs.nytimes.com/2013/02/23/tips-for-public-speaking/?r=0](http://opinionator.blogs.nytimes.com/2013/02/23/tips-for-public-speaking/?r=0)  
| 50. Priority Setting | - Lead or support a complex project that involves working with a wide variety of stakeholders, including individuals and teams with a variety of interests, needs, perspectives. Develop a process for engaging stakeholders and key decision makers in prioritizing project goals or actions. Establish guiding principles or criteria that will support decision making and prioritization, and help stakeholders to negotiate and wrestle with the tradeoffs, limitations and constraints.  
- Spend some time inventorying all the work you are accountable for. Develop clear criteria for prioritization – perhaps in conjunction with your boss – and create a list showing how your work is to be prioritized based on these criteria.  
- Ask your manager to write priority setting into your development plan; agree on how you and your manager will work together to support your progress over time.  
- Partner with and observe individuals who are known for their ability to set priorities. | Setting and Managing Organizational Priorities (multiple KC eLearning Skillsoft courses) | Articles on priority setting  
http://lifehacker.com/587711/how-to-prioritize-when-everything-is-important  
http://www.wikihow.com/Prioritize | aspx  
http://www.entrepreneur.com/article/225627  
http://sixminutes.dlugan.com/popular-public-speaking-articles/ |
|---|---|---|---|
| 51. Problem Solving | - Lead or support an improvement effort to address an ineffective work process, policy, or practice. Seek to establish a clear and meaningful problem statement, collect relevant data, seek root cause(s), and recommend relevant solutions.  
- Establish a standard problem solving methodology for yourself or your team. Consider Lean A3 problem solving methodology or some other robust, root cause oriented approach. Teach others how to use this method.  
- Ask your manager to write problem solving into your development plan; agree on how you and your manager will work together to support your progress over time.  
- Partner with and observe individuals who are known for their ability to engage in problem solving. | Problem Solving and Decision Making Strategies (multiple KC eLearning Skillsoft courses) | A3 (root cause) problem solving websites  
http://www.coe.montana.edu/ie/faculty/sobek/a3/  
http://a3thinking.com/ | aspx  
http://www.entrepreneur.com/article/225627  
http://sixminutes.dlugan.com/popular-public-speaking-articles/ |
<table>
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<tr>
<th>52. Process Management</th>
<th>-Lead or support an effort to standardize, improve and manage a key work process. Start by interviewing customers stakeholders, or end users of the process asking which products and services are most important to them and their level of satisfaction with each – then focus on the processes that are of most importance and need the most improvement. Engage staff or co-workers in establishing a common, standard approach to defining this process, documenting all key steps. Define metrics to measure the process on a regular basis for capability, efficiency, quality, etc. Continually engage staff or co-workers in improving the process to meet customer or stakeholder needs. -Seek to lead or support a Lean process improvement team that is standardizing/improving work processes.</th>
<th>-Ask your manager to write <strong>process management</strong> into your development plan; agree on how you and your manager will work together to support your progress over time. -Partner with and observe individuals who are known for their ability to manage processes.</th>
<th>Operations Curriculum (multiple KC eLearning Skillsoft courses)</th>
<th>King County Lean website <a href="http://www.kingcounty.gov/employees/Lean.aspx">http://www.kingcounty.gov/employees/Lean.aspx</a> Lean Enterprise Institute articles <a href="http://www.lean.org/search/Default.aspx?sec=0&amp;mf=128&amp;role=0&amp;func=0&amp;cp=1&amp;view=public&amp;s=publishdate&amp;sb=publishdate">http://www.lean.org/search/Default.aspx?sec=0&amp;mf=128&amp;role=0&amp;func=0&amp;cp=1&amp;view=public&amp;s=publishdate&amp;sb=publishdate</a> (register to review) Lean government website <a href="http://www.epa.gov/lean/government/">http://www.epa.gov/lean/government/</a></th>
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<tr>
<td>53. Driving for Results</td>
<td>-Lead or support a project that involves accomplishment of challenging goals within a prescribed timeline. Develop a plan for how you will inspire, support, direct others to achieve the desired results. Periodically, assess how effective you have been in this role and what you can do differently to improve outcomes. -Spend some time inventorying all the work you are accountable for. Develop a work plan with clear timelines and deliverables. Ensure your manager or other key stakeholders have a copy of this workplan so they can support you in achieving results.</td>
<td>-Ask your manager to write <strong>driving for results</strong> into your development plan; agree on how you and your manager will work together to support your progress over time. -Partner with and observe individuals who are known for their ability to drive for results.</td>
<td>Change Management for Leaders (HRD course) Change Management for Individual Contributors (HRD course) Leadership Essentials: Leading Business Execution <a href="https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=lead_05_a05_bs_enus&amp;fromShare=yes">https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=lead_05_a05_bs_enus&amp;fromShare=yes</a> (KC eLearning Skillsoft course) Leadership Essentials: Leading Change <a href="https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=lead_05_a04_bs_enus&amp;fromShare=yes">https://kingcounty.skillport.com/skillportfe/assetSummaryPage.action?assetid=lead_05_a04_bs_enus&amp;fromShare=yes</a> (KC eLearning Skillsoft course)</td>
<td>Article on driving for results <a href="http://standanddelivergroup.com/wp-content/uploads/2012/12/Goleman-Leadership-that-Gets-Results.pdf">http://standanddelivergroup.com/wp-content/uploads/2012/12/Goleman-Leadership-that-Gets-Results.pdf</a></td>
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| 54. Self-Development | -Complete the Individual Development Planning worksheet to identify your self-development priorities.  
-Ask your boss to delegate one of her/his job responsibilities to you, one that will require you to learn new skills or knowledge and achieve outcomes in a timely manner. Or see if you can swap responsibilities with a colleague for developmental purposes.  
-Lead or support a project that will require extensive and challenging interactions with a wide variety of people, in a variety of situations. Keep track of what you are learning about yourself – your strengths, skill gaps, what you like or dislike about certain kinds of work, etc. From these experiences, identify key themes you are learning about yourself and what might be the implications for your work going forward.  
-Volunteer with a community organization outside of work, taking on a key role in a subject area you are not very familiar with. | -Ask your manager to write **self-development** into your development plan; agree on how you and your manager will work together to support your progress over time. | **Managing your Career**  
(multiple KC eLearning Skillsoft courses)  
Articles on development  
[http://govleaders.org/development.htm](http://govleaders.org/development.htm)  
[http://managementhelp.org/careers/index.htm](http://managementhelp.org/careers/index.htm)  
[http://www.ccl.org/leadership/pdf/research/MgmtDevelopmentBib.pdf](http://www.ccl.org/leadership/pdf/research/MgmtDevelopmentBib.pdf)  
(very long, academic article) |
<p>| <strong>55. Self-Knowledge</strong> | - Lead or support a project that involves working with a wide variety of stakeholders, situations, challenges, etc. Notice how you react and behave in a variety of environments, involving different people. Seek to understand what are the underlying causes your behaviors, and whether or not they are contributing to your success. - Review the Johari Window model to help support your self-knowledge. Fill in each quadrant of the model. Determine if you need to take action to increase your self-knowledge, and how you might go about doing this. | - Ask your manager to write <strong>self-knowledge</strong> into your development plan; agree on how you and your manager will work together to support your progress over time. - Consider working with a life coach or counselor to help you develop your self-knowledge. | <strong>Personality Styles and Being an Effective Team Member</strong> (HRD course) <a href="http://www.sis.pitt.edu/~pete/rb/3005-001/managingoneself.pdf">http://www.sis.pitt.edu/~pete/rb/3005-001/managingoneself.pdf</a> | <strong>Article on managing oneself</strong> <a href="http://www.mindtools.com/COMMSEL/johariwindowmodel.htm">http://www.mindtools.com/COMMSEL/johariwindowmodel.htm</a> | <strong>Articles on Johari Window</strong> <a href="http://www.mindtools.com/COMMSEL/johariwindowmodel.htm">http://www.mindtools.com/COMMSEL/johariwindowmodel.htm</a> |
| <strong>56. Sizing up People</strong> | - Lead or support a project that involves working with a wide variety of stakeholders - both individuals and teams with a variety of interests, needs, and perspectives. Create a stakeholder analysis documenting what you believe are the key concerns and interests for each stakeholder; stakeholder behaviors that could either support or hinder success of the project; and actions you can take that would build strong alignment for all involved. - Look for opportunities to lead a group of community volunteers outside of work. Make notes about each volunteer, recording what you believe are each individual's strengths and weaknesses; interests, needs and aspirations; preferred style of working, etc. | - Ask your manager to write <strong>sizing up people</strong> into your development plan; agree on how you and your manager will work together to support your progress over time. - Partner with and observe individuals who are known for their ability to size people up. | <strong>Emotional Intelligence Essentials</strong> (multiple KC eLearning Skillsoft courses) <a href="http://www.businessballs.com/johariwindowmodel.htm">http://www.businessballs.com/johariwindowmodel.htm</a> | <strong>Emotional Intelligence Essentials</strong> (multiple KC eLearning Skillsoft courses) <a href="http://www.businessballs.com/johariwindowmodel.htm">http://www.businessballs.com/johariwindowmodel.htm</a> | <strong>Standing Alone</strong> <a href="http://www.businessballs.com/johariwindowmodel.htm">http://www.businessballs.com/johariwindowmodel.htm</a> |
| <strong>57. Standing Alone</strong> | - Identify a key issue that you care about passionately, one that has not yet been effectively addressed by the larger organization. Develop a plan for how you | - Ask your manager to write <strong>standing alone</strong> into your development plan; agree on how you and your | <strong>Personality Styles and Being an Effective Team Member</strong> (HRD course) <a href="http://www.sis.pitt.edu/~pete/rb/3005-001/managingoneself.pdf">http://www.sis.pitt.edu/~pete/rb/3005-001/managingoneself.pdf</a> | <strong>Article on standing alone</strong> <a href="http://hbr.org/2011/12/courage-in-the-c-suite/ar1">http://hbr.org/2011/12/courage-in-the-c-suite/ar1</a> (register to review) | <strong>Standing Alone</strong> <a href="http://www.businessballs.com/johariwindowmodel.htm">http://www.businessballs.com/johariwindowmodel.htm</a> |</p>
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<th>will bring attention to this issue in a way that will generate support for addressing this issue.</th>
<th>manager will work together to support your progress over time.</th>
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|   | - Proactively determine how the work of your team or department links to the strategic goals of the larger organization. Seek out guidance from upline managers and other key players to help with this effort. Interview key stakeholders and decision makers for their perspectives. Analyze each key work process, product or service your area provides and ask – does this align with and support the organization’s strategy? If not, develop and implement a plan to quickly realign people, processes and resources accordingly.  
- Volunteer with a community organization outside of work, taking on a key role to help communicate and implement a strategic plan, vision and purpose for that organization. | - Ask your manager to write **strategic agility** into your development plan; agree on how you and your manager will work together to support your progress over time.  
- Partner with and observe individuals who are known for their strategic agility. |   |
| **58. Strategic Agility** |   | **Change Management for Leaders** (HRD course)  
**Change Management for Individual Contributors** (HRD course)  
**Strategic Planning Curriculum** (multiple KC eLearning Skillsoft courses) |   |
|   | - Establish methods for managing your work area in a way that requires minimal ongoing involvement of your time and presence. Set up robust delegation processes that allow you to hand off key work to others while assuring deliverables will be at the level of quality you expect. Develop measurements and tracking systems to check at a glance the status of the work, anytime.  
- Seek to lead or support a Lean process improvement team that is standardizing work and creating visual tracking systems. | - Ask your manager to write **managing through systems** into your development plan; agree on how you and your manager will work together to support your progress over time.  
- Partner with and observe individuals who are known for their ability to manage through systems. |   |
| **59. Managing Through Systems** |   | **Project Management Training** (HRD course)  
**Project Management Curriculum** (multiple KC eLearning Skillsoft courses) |   |
|   | - Lead or support a team to achieve a challenging goal. Focus equally on |   | King County Lean website  
http://www.kingcounty.gov/employees/Lean.aspx  
Lean Enterprise Institute articles  
http://www.lean.org/search/Default.aspx?sec=0&mf=128&role=0&func=0&cp=1&view=public&s=publishdate&sb=publishdate (register to review)  
Lean government website  
http://www.epa.gov/lean/government/ |   |
| **60. Building Effective Teams** |   | **Communication Skills that Work: How to Resolve** | Articles on teams  
http://www.tablegroup.com/ |   |
achieving business goals and building and maintaining a highly effective and engaged team. Periodically conduct a team assessment and then help them to address any noted team dysfunction.  
-While attending various team meetings, observe the quality of team interactions and behaviors. Use a team assessment to guide you in your observations. Document actions you can take to improve the functioning of these teams.

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<tr>
<th>61. Technical Learning</th>
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| - Build a development plan that will allow you to gain expertise within your own functional/technical area. Apply the 70/20/10 development model.  
- Lead or support a process improvement team. Spend time in the workplace |

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| into your development plan; agree on how you and your manager will work together to support your progress over time.  
- Partner with and observe individuals who are known for their ability to build effective teams. |
| Conflict & Increase Communication (HRD course) |
| Micro-Aggressions in the Workplace (HRD course) |
| Personality Styles and Being an Effective Team Member (HRD course) |
| Strategies for Facilitating Challenging Dialogues around Race, Gender, Culture and Social Differences (HRD course) |
| Working with the Four Generations (HRD course) |
| Effective Workplace Coaching (HRD course) |
| Team Building Curriculum (multiple KC eLearning Skillsoft courses) |
| Essentials of Facilitating (multiple KC eLearning Skillsoft courses) |
| Making Cross Functional Teams Work (multiple KC eLearning Skillsoft courses) |


APTA programs http://www.apta.com/mc/Pages/default.aspx
ENO programs https://www.enotrans.org/c
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<tr>
<th><strong>62. Time Management</strong></th>
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<tr>
<td>- Maintain a journal to track how you spend time during the workday. Pay attention to time allocated to non-productive behaviors – e.g., habitually checking email, excessive socializing with co-workers, allowing interruptions to slow down your progress, dwelling on negative thoughts/concerns, attending unnecessary meetings, etc. After analyzing journal data, determine if non-productive behaviors need to be altered to ensure greater efficiency and better management of your time at work.</td>
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<tr>
<td>- Ask your manager to write time management into your development plan; agree on how you and your manager will work together to support your progress over time.</td>
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<tr>
<td>- Partner with and observe individuals who are known for their ability to manage their time at work.</td>
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<tr>
<td><strong>Effective Time Management</strong> (multiple KC eLearning Skillsoft courses)</td>
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<td><strong>Personal Productivity Improvement</strong> (multiple KC eLearning Skillsoft courses)</td>
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<th><strong>63. Total Work Systems</strong></th>
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<td>- Lead or support an effort to standardize, improve and manage a key work process. Start by interviewing customers stakeholders, or end users of the process asking which products and services are most important to them and their level of satisfaction with each – then focus on the processes that are of most importance and need the most improvement. Engage staff or co-workers in establishing a common, standard approach to defining this process, documenting all key steps. Define metrics to measure the process on a regular basis for capability, efficiency, quality, etc. Continually engage staff or</td>
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<tr>
<td>- Ask your manager to write total work systems into your development plan; agree on how you and your manager will work together to support your progress over time.</td>
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<tr>
<td>- Partner with and observe individuals who are known for their ability to manage total work systems.</td>
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<tr>
<td><strong>Operations Curriculum</strong> (multiple KC eLearning Skillsoft courses)</td>
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<td>King County Lean website <a href="http://www.kingcounty.gov/employees/Lean.aspx">http://www.kingcounty.gov/employees/Lean.aspx</a></td>
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<tr>
<td><strong>66. Work/Life Balance</strong></td>
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<tr>
<td><strong>67. Written Communications</strong></td>
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