



The 18 SkillBuilder Modules

The following are descriptions of the eighteen SkillBuilder development modules.

Cultivates Individual Talents

Offers suggestions for becoming an effective coach who makes it a point to know the career goals and aspirations of others and makes learning opportunities available through delegation and providing opportunities for people to learn different aspects of their business. Also gives tips for giving regular feedback and effective coaching that results in increased productivity.

Motivates Successfully

Develops managers who encourage others by giving recognition and showing appreciation for their efforts, being aware that everyone needs to feel valued and appreciated. By understanding the motivating power of recognition and rewards, managers are always *positive influences in the work environment*, conveying an optimistic, can-do attitude that motivates great results and makes the workplace fun.

Delegates Responsibility

Managers learn to delegate to free up time and to develop staff members. Efficiency improves as they select tasks that should reasonably be handed over to others. They learn to delegate to the best person for the circumstances and oversee work performance without over controlling. This process leads to the sharpening of problem-solving skills of others and builds competence and confidence.

Thinks Creatively

This module helps managers make continuous, creative improvements. They avoid becoming too comfortable with the status quo and constantly look for new opportunities and improved ways of doing business. It offers tips for developing curiosity about business-related matters and the world in general. Has suggestions for involving more people in the sharing of ideas and encouraging others to contribute their ideas. Leadership usually requires risk-taking and the courage to see problems as opportunities.

Listens to Others

A shortcoming of many managers is the skill of listening to others. Participants learn to create opportunities by listening. They become proficient at encouraging others to share their opinions, including those that are different from the manager's. Techniques include effective brainstorming, asking open-ended questions, and giving people their un-

divided attention. Another aspect of "listening" is recognizing the meaning of non-verbal behavior and signs of enthusiasm, fear, anxiety, and anger.

Works Competently

Suggestions in this module help managers develop competence and confidence in all aspects of their jobs with emphasis on making learning an ongoing process. They are encouraged to upgrade their skills and keep pace with changes and innovations. By anticipating the future needs and wants of clients, managers stay a step ahead and increase their value.

Works Efficiently

Benefiting from technology is the primary theme of this module. Becoming proficient in the application of new technology is important to leaders. Other subjects include the evaluation of the cost-effectiveness of outsourcing some work and using outside consultants for short-term, targeted projects. There are tips for taking action by eagerly attacking, rather than delaying, work that is disliked or difficult. Another key to effective leadership is establishing priorities and keeping everyone informed of priorities as they evolve.

Seeks Improvement

"A mistake only becomes a failure if you fail to learn from it," is the theme of this module. Leaders do not blame others, but take responsibility for their mistakes as the first step in making progress. Making constructive use of negative feedback is another means of improving performance that effective managers understand. Managers are encouraged to make a commitment to lifelong learning and stay current with business-related information.

Builds Personal Relationships

It is important for managers to sense the impact of their words and actions on others as they seek to build personal relationships. They learn to keep morale up and make others feel good about themselves and their work. They show respect for others by being consistent and fair in their treatment of all people and recognize that differences can enhance the workplace by contributing a rich mix of experiences and viewpoints. Criticizing actions, not people in an appropriate place is the way leaders deal with those whose actions require correction.

Achieves Results

Results are the ultimate measure of effective managers. In this module they learn to develop the patience and the will to overcome adversities, bounce back from disappointments, and forge ahead – staying focused on the ultimate objective. Leaders must focus on quality and set high standards for performance in every aspect of the business. Resolving to achieve positive outcomes is the key to achieving the team's goals and the company's mission.

Takes Action

Managers learn that while planning and decision making are important, there is a time to take action. They must avoid snap decisions and spend a reasonable amount of time analyzing alternatives – then make their move. Exercising initiative is a leadership trait that is encouraged in this module so managers learn to deal promptly with problems by proactively finding solutions and responding quickly to client concerns.

Facilitates Team Success

Effective leaders have successful teams. They clearly define team objectives and communicate them to team members. They learn to manage the inevitable team conflicts in a direct and effective manner knowing that dealing with it creates a productive work environment. They explore multiple options and resolve differences with solutions that are acceptable to all involved parties. By encouraging cooperation, they reap the benefits of a strongly unified group effort and develop group dynamics that bring out the best in everyone.

Displays Commitment

Managers come to understand that their commitment requires them to bring a high level of energy to the workplace. They must strive for a healthy lifestyle that includes good eating habits and regular exercise as an aid to managing stress. They surround themselves with people who energize and encourage them. They must show their commitment to the company's mission through attitude and actions while staying positive, taking an optimistic view of the big picture while dealing with troublesome details.

Provides Direction

In this module, managers find ways to clarify each team member's responsibilities for accomplishing objectives. It provides tips for developing job descriptions that are distinct and specific by involving staff people in constructing them. They learn to clearly communicate policies, procedures and guidelines, as well as priorities and timelines. They learn to distribute responsibilities so that all bases are covered and efforts are not duplicated and translate tomorrow's vision into today's activities.

Instills Trust

A key to a manager's success is earning the trust of the people with whom he or she works. As explained in this module, leaders do this by keeping promises, keeping confidences, and being truthful, honest, and forthright. Leaders demonstrate integrity by always keeping their actions consistent with their words. They show character by meeting deadlines, keeping appointments, being prepared, and encouraging organization-wide ethics.

Adjusts to Circumstances

This module presents suggestions for dealing effectively with unexpected problems and sudden crises. While anticipating the best, leaders are always prepared to act appropriately when things do not go as planned. They know that one thing they can always count on is changing circumstances and they plan for them. They also learn to anticipate the changing needs of their clients.

Processes Information

By showing managers how to take a broad, comprehensive overview of every situation, this module explores the area of anticipating problems or potential difficulties so they can be avoided or minimized. Managers learn that they must always be aware of the long-range objectives of the business and make sure their decisions are consistent with them. Clearly defining an issue's key elements before pursuing steps toward a solution is also an important subject in this module.

Communicates Effectively

A manager's ability to communicate requires effective skills such as writing clearly, concisely, and accurately, speaking to groups, and speaking to individuals. This module instructs managers in methods for keeping others informed through letters, memos, meetings, progress reports, telephone calls, faxes, email, and voice mail. Managers learn tips for presenting facts in a manner that is convincing and persuasive. Clear communication helps to prevent confusion and misunderstandings, which helps to assure more effective and productive workplace results.

