

BECOMING YU RESOURCE PLAYBOOK

Building Competencies

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LEADERSHIP AND CAREER COMPETENCIES

The following six core competencies have been identified as important in positioning York University students for success. Sometimes referred to as “transferable skills”, these competencies can be acquired or enhanced through a number of different activities and experiences including involvement in athletics, participation on committees or in student clubs, volunteering, attending workshops or special events and working either on-campus or off. Students will also build these competencies through their academic experiences such as being involved in group work, staying up to date with current affairs, researching, presenting ideas, or writing persuasive papers.

- Communication
- Interpersonal Connections
- Personal Success
- Social Responsibility and Community Engagement
- Knowledge Acquisition and Application
- Critical Thinking and Problem Solving

COMPETENCY RELATED SKILLS

Each of the six competencies above has related skills. For example, Communication isn't simply about being able to articulate your thoughts; it also includes active listening, negotiating, and exercising tact, diplomacy and sensitivity.

Students may wish to focus on building skills related to a specific competency or they may simply build multiple skills related to each of the six competencies through their experiences.

This Dictionary can serve as a reference tool to assist students in recognizing the value of their experiences by being able to better articulate the competencies and skills they are developing through those experiences.

PURPOSE OF THIS RESOURCE PLAYBOOK

This resource playbook has been designed to provide participants of the Becoming YU program with guidance on how to develop their skills and competencies listed through a variety of resources provided by York University and beyond.

This guide will help you create a personal development plan tailored to your individual needs. It offers suggestions on the type of developmental activities available to you, and also helps you identify how you can develop in areas that are not usually tested in your daily work environment. A wide range of suggestions are offered, with the goal of allowing you to select those that suit your particular development needs and learning style, enabling you to build a more personalized, targeted development plan and get the most out of this program.

Developmental materials are offered at various levels to help you build on your current performance or to bridge the gaps towards your future career goals.

We hope that you find this Playbook to be a valuable aid in your future development and that it helps you fulfil your potential and achieve your career aspirations!

COMMUNICATION

SHARING AND EXCHANGING IDEAS EFFECTIVELY

These skills relate to your ability to clearly and effectively convey information and ideas in order to facilitate shared understanding—whether verbally, non-verbally, visually or in writing using diverse print or digital media formats.

WRITING

Communicating clearly and articulately, with proper syntax and grammar in written form to an intended audience.

HOW TO:

State your goals clearly: What are you trying to get across to those reading your writing?

Get to the point: Staying concise is important, each sentence you write should be contributing to the overall point you are making in your writing.

Grammar: Spell check is everything! Grammar and punctuation are important to consider, make sure you use the right words in the right place.

Edit: Get your work edited, review what you have written. Go to a friend or a resource that can help look at what you have written and assess your work in order to provide feedback that you can later use.

RESOURCES:

INSOURCE

The Writing Centre offers one-on-one writing support that can help you enhance your writing skills, better understand your assignments and instructor's writing expectations. You can make a 50-minute appointment with a writing instructor here:

<http://writing-centre.writ.laps.yorku.ca/services/one-to-one-writing-support/>

OUTSOURCE

THE WRITER'S COMMUNITY OF YORK REGION (WCYR) is a collective of local authors, poets and industry professionals with a goal to build a supportive and encouraging space for writers and their craft. They offer workshops and seminars to help you enhance your writing skills. Writers of all levels are welcomed.

<https://wcyork.ca>

Purdue Online Writing Lab or Purdue OWL is a great source for the different citation guidelines when writing research papers.

https://owl.purdue.edu/owl/research_and_citation/resources.html

Grammarly is a digital writing assistant that can be added as a browser extension that supports clean, mistake-free writing while offering suggestions that go way beyond grammar.

<https://www.grammarly.com/?>

COMMUNICATING VERBALLY

Verbally communicating clearly and articulately with the goal of obtaining, sharing or explaining information and ideas to an intended audience.

RESOURCES:

INSOURCE

LinkedIn Learning is an online educational platform that helps you discover business, technology-related and creative skills through expert-led course videos. You can access LinkedIn Learning using your YorkU account.

Here are some courses you can check out:

This course exemplifies communication and helps to evaluate different communication strategies, focusing on seven key questions to ask yourself before beginning major projects and change initiatives. It will help develop the skills needed to improve the internal and external communication strategies you possess.

<https://www.linkedin.com/learning/organization-communication/communicate-effectively-in-your-organization?u=2174970>

This source provides you with various tips in order to deal with difficult people, influence others, confidently speak in public at a moment's notice and much more.

<https://www.linkedin.com/learning/communication-tips/welcome-to-the-series?u=2174970>

OUTSOURCE

Carnegie, D. (2019). *How to win friends and influence people*. London: Vermilion.

Gallo, C. (2017). *Talk like Ted: The 9 Public Speaking Secrets of the World's Top Minds*. London: Pan Books.

DELIVERING PRESENTATIONS

Presenting information and ideas with confidence to an audience (either small or large) while keeping the audience interested and engaged.

HOW TO:

Don't rush your words: Make sure to think before you speak, staying calm and breathing are important ways of helping you articulate yourself.

Maintain a steady volume: Volume is important, speak clearly and enunciate your words. Speak at a volume in which everyone is able to understand.

Rehearsing beforehand: Practice makes perfect, talk to yourself in the mirror beforehand. Present to friends or family and go over what your material is in order to perfect your presentation.

Knowing what your goal is: What are you trying to articulate to your audience? What do you want them to know by the end of your presentation?

RESOURCES:

INSOURCE

Learning skill services provides various workshops on developing presentation skills as they highlight the dos and don'ts of an effective presentation.

<http://lss.info.yorku.ca/workshops/>

Toastmasters International is a non-profit educational organization that teaches public speaking and leadership skills through a worldwide network of clubs. Join the Schulich Toastmasters club on campus or search for other clubs around you.

<https://www.facebook.com/SchulichToastmasters/>

<https://www.toastmasters.org/find-a-club>

OUTSOURCE

Class Central is a free online presentation class that helps overcome wavering confidence and allows you to develop the skills that you need in order to deliver a promising presentation, and fixates on how to overcome anxiety, how to stand move and as well as interact with the audience.

<https://www.classcentral.com/course/delivery-9645>

WPS Office 2016 is a free presentation app, that provides you easy access to make effective and unique presentations that will help captivate audience participation and development

https://www.wps.com/office-free?__c=1

Garr Reynolds is a speaker and best-selling author of the award-winning Presentation Zen and The Naked Presenter. His website - Presentation Zen offers a lot of free presentation tips and information. It also has a blog with great tips and resources for public speaking and presenting.

<https://www.presentationzen.com/>

FACILITATING GROUPS

Guiding a group of individuals in the process of working together and drawing out the opinions and ideas of the group members so that goals can be accomplished or learning can take place.

HOW TO:

Prepare yourself: Make sure to be well-rested mentally and physically and prepared to help others.

Create the right environment: Have plenty of space, ensure there is sufficient time has been arranged with participants to achieve their goals

Make sure objectives are clear: When facilitating a group having a clear message that you are trying to achieve is important as you want to convey a compelling understanding of information

Manage participation: Different people participate in different ways, consider allocating different roles to allow the facilitation of various ideas and draw out individuals who are more reserved and quiet.

RESOURCES:

INSOURCE

When it comes to success, social skills are just as vital as intelligence, hard work, and expertise. Long-term success requires good communication, coordination, negotiation, and understanding. This course shares ways to obtain social success at work. Get tips for building productive relationships, networking effectively, navigating politics and coalitions at work, and adopting a service mentality that can benefit your whole team.

<https://www.linkedin.com/learning/social-success-at-work/components-of-success?u=2174970>

OUTSOURCE

Session Lab is an online resource that helps individuals with tips tricks and important information regarding session planning for various groups. A free online account can allow you access to information, workshops and

different designing processes for effective facilitation.

<https://www.sessionlab.com>

The University of Wisconsin-Madison facilitator tool kit is a comprehensive, easy-to-use guide to tools, methods and techniques for assisting groups with planning and improvement projects and interactive meetings.

You can access the pdf file here:

<https://www.nj.gov/education/AchieveNJ/teams/strat14/FacilitatorToolKit.pdf>

Seeds for Change provides a range of useful guides, tools, exercises and tips for working with groups under the facilitation section of the website.

<https://www.seedsforchange.org.uk/facilitation>

Briggs, B. (2014). *The Bonfire collection: a complete reference guide to facilitation and change*. Bellevue, WA: International Institute for Facilitation and Change.

ACTIVE LISTENING

Giving full attention to what another is expressing verbally and non-verbally, taking time to understand another's perspective without interruption or judgment, asking clarifying questions as appropriate, and reflecting thoughts and feelings back to the speaker.

RESOURCES:

INSOURCE

Listening is a critical competency and this course shows how to assess your current listening skills, understand the challenges to effective listening (such as distractions!) and develop behaviours that will allow you to become a better listener, and a better mentor and friend.

<https://www.linkedin.com/learning/effective-listening/welcome?u=2174970>

OUTSOURCE

Mind Tools provides access to 2400+ resources including articles, podcasts, videos, infographics, expert interviews and more. Read their article about Active Listening here:

<https://www.mindtools.com/CommSkill/ActiveListening.htm>

Adler, M. J. (1997). *How to speak, how to listen*. New York: Touchstone.

ASKING QUESTIONS

Engaging in insightful or thorough questioning to draw out, gather or clarify information from others.

HOW TO:

Plan your questions: Before your meeting, outline your information goals and a sequence of related questions to help you follow the conversation and cue your notes.

Know the purpose of your question: Every question you ask should help you gather either facts or opinion. Know which kind of information you need and frame your questions accordingly.

Open conversation: Unlike simple yes-or-no questions, open-ended questions, invite the respondent to talk — and enable you to gather much more information. Another tactic is to ask a question in the declarative format — “Tell me about that.” People who do not answer questions sometimes respond better to direct order.

Use neutral wording: Asking leading questions, is unproductive, because the question already has a bias, to begin with. A neutral question that elicits accurate information or an honest opinion is much more helpful.

Follow general questions with specific ones: Build a hierarchy of questions that begins with the big picture and gradually drills down into specifics with follow-up questions.

Do not interrupt: Listen to the full answer to your question. The art of good questioning lies in truly wanting the information that would be in the answer.

Transition naturally: Use something in the answer to frame your next question. Even if this takes you off your planned path for a while, it shows that you're listening, not just hammering through your agenda, and it ensures that the conversation flows naturally

RESOURCES:

INSOURCE

This resource provides the ability to think more critically and ask the right questions. Here you will learn how to leverage the power of questions to move a team, leadership, and career to the next level. Exemplifying the benefits of getting curious and shares how to empower yourself through questions. Why certain questions lead to dead ends, and how to effectively answer questions that are directed at you and more.

<https://www.linkedin.com/learning/using-questions-to-foster-critical-thinking-and-curiosity/the-power-of-asking-questions?u=2174970>

OUTSOURCE

Mind Tools provides access to 2,400+ resources including articles, podcasts, videos, infographics, expert interviews and more. Read their article about Questioning Techniques (Asking Questions Effectively) here:

https://www.mindtools.com/pages/article/newTMC_88.htm

INFLUENCING & PERSUADING

Acknowledging and taking others' perspectives into account and convincing them to change their minds to support an alternative idea or take an alternative course of action.

RESOURCES:

INSOURCE

This course addresses adequate ways of communication that help defuse situations and interactions and fosters alternative routes to otherwise negative situations. How to avoid language that can contribute to conflict and replace that with words that help keep people feeling heard and satisfied.

<https://www.linkedin.com/learning/creating-positive-conversations-with-challenging-customers/telling-a-customer-what-you-can-do?u=2174970>

OUTSOURCE

Shapiro, R. M., & Parker, J. (2015). *Perfecting Your Pitch: How to Succeed in Business and in Life by Finding Words That Work*. New York, US: Penguin Books Australia.

Ury, W. (2015). *Getting to yes with yourself: and other worthy opponents*. New York, NY: Harper Collins Publishers

NEGOTIATING

Having a dialogue between two or more parties with the intention of reaching an understanding, resolving points of difference, or crafting outcomes for mutual benefit.

HOW TO:

Do your homework: Research the topic and think through your options before you hold the discussion.

See the situation from all angles: Try to understand where the other person is coming from while communicating your needs and key concerns.

Clearly define your goals: Prior to the discussion, make sure you are clear on what you want as well as your “walk-away” point (the minimum outcome you’re willing to accept).

Remain calm and avoid getting emotional

Listen, Listen and Listen some more: spend more time listening than talking during a negotiation.

Ask for what you want: Do not be afraid to clearly state your needs and what you would like to see as an outcome, but do so calmly.

Avoid finger-pointing: Focus on the issues, not on the person.

Find a creative solution: Always think win-win. There's nothing wrong with working together to determine creative ways to meet the needs of both parties.

RESOURCES:

INSOURCE

Learn negotiation skills to help you get what you want while also building better relationships with coworkers, bosses, business partners, and suppliers. In this course, covers the four major phases of the negotiating cycle and explains how to assess your situation, gather data, negotiate a deal, and then assess and learn from your experience. As well as common negotiation pitfalls and what you can do to avoid them.

<https://www.linkedin.com/learning/strategic-negotiation/intentional-negotiation?u=2174970>

OUTSOURCE

Voss, C., & Raz, T. (2016). *Never split the difference Negotiating as if your life depended on it*. London: Random House Business Books.

EXERCISING TACT, DIPLOMACY & SENSITIVITY

Sensing accurately what another is feeling or thinking at any given time and responding in a thoughtful manner so as to avoid offending another.

HOW TO:

What is your favoured outcome: When you are planning a potentially difficult conversation you should first focus on what you want to achieve.

Consider and write down what the objections might be from others: Think carefully about your answers to their concerns; demonstrate that you have considered their opinions or arguments.

Do not enter into negotiations angry or stressed: Try to remain calm and keep an open mind. Find out the facts, as well as what is and what is not possible before you react.

Listen to what the other person has to say: Hold back your opinions and ideas until you have had the chance to understand the other person's point-of-view, and then plan your responses carefully to fit with the feedback you are receiving.

Negotiate: Try to reach a win-win situation for both parties.

Strengthen your argument by offering timescales of when you foresee the benefit of your proposals being delivered.

If the conversation gets heated, try to give yourself room to respond in ways that would help, rather than inflame the situation.

Keep your eye on the prize! Keep your preferred outcome in mind, try not to get distracted by irrelevant details. Remember to be assertive - being tactful and diplomatic does not mean bowing down and giving up on what you want.

RESOURCES:

INSOURCE

This course explores the benefits of communicating with tact and diplomacy in workplace situations. The course will discuss various scenarios that you may encounter on an average day and coaches you through appropriate responses to challenging situations at work. Emphasizing core skills, such as authenticity, empathy and listening and showing examples, stories and fact that bring these to life. Allows you to practice work and personal life you are able to strengthen a delicate balance of skills and build relationships that survive difficult interactions.

<https://www.linkedin.com/learning/communicating-with-diplomacy-and-tact/welcome?u=2174970>

CUSTOMIZING COMMUNICATION STYLE & CONTENT

Discerning the members of the audience, detecting what their needs/wants are, and determining how best to deliver a message to that audience while also being able to relate to and connect with different audiences at different levels of an organization.

RESOURCES

INSOURCE

This course helps to determine how to write for a specific business purpose. Are you presenting information? Delivering good or bad news? Need support for an idea? This course will provide tools, techniques and templates needed to answer these questions and write specific business strategies.

<https://www.linkedin.com/learning/business-writing-strategies/welcome?u=2174970>

OUTSOURCE

Straight Talk Coaching has resources written by their consulting team to improve inter-divisional communication, the quality of meetings, and decision making. Read their 'How to modify your communication style' article here: <https://communicationstyles.org/how-to-modify-your-communication-style/>

GIVING FEEDBACK

Providing input, ideas and information in a constructive and considerate manner aimed at helping to improve or enhance performance or a situation.

HOW TO:

Praise in public; provide constructive feedback in private.

Build trust: Do the necessary work in advance. People receive feedback better when they trust the person delivering it. Ideally, the recipient should understand that you're sharing thoughts in the interest of serving their needs. The more trust you can build, the easier it is to have more difficult

discussions because you come from a place of working together rather than a place of judgment. The more trust you've built, the more candid you can be.

Give feedback constructively: Feedback should provide validation and inspiration, rather than using it as a feedback to chastise.

Be thoughtful: have everyone else's best interest at heart. Deliver feedback with love and good intentions. Don't hold these conversations when you're angry, because it's far more likely the recipient will feel hurt or judged — and thus defensive.

Understand where the person is: Feedback is best given when people are in receive mode. How do you know? Ask them. Say, "Do you have some time for a one-on-one? I had some suggestions I was hoping to share with you. If you are not prepared for that now, we can discuss when you are ready." This is a way to clue them into what is happening and help them understand that you are here to help them.

Don't shy away from delivering feedback just because it's hard.

RESOURCES

INSOURCE

Gain better communication through this course as it allows you to better understand how to provide constructive clear and concise feedback.

<https://www.linkedin.com/learning/communication-tips/welcome-to-the-series?u=2174970>

COMMUNICATING VIA SOCIAL/DIGITAL MEDIA

Demonstrating knowledge of how to use social/digital media effectively to communicate a message or respond to and engage an audience.

insource

RESOURCE**INSOURCE**

This online resource allows you to utilize social media platforms such as Twitter, Facebook, Google and YouTube in order to accelerate student learning. This resource exemplifies how experiences outside the classroom provide opportunities for collaborative reading, group projects, fieldwork and student portfolios.

<https://www.linkedin.com/learning/social-media-in-the-classroom/welcome?u=2174970>

OUTSOURCE

Sprout Social is a social media management and optimization platform for brands and agencies of all sizes. The platform has a help centre with a wealth of tutorials and resources about how to best utilize social media platforms. Here is an article about the 9 skills every social media user should have: <https://sproutsocial.com/insights/social-media-skills/>

INTERPERSONAL CONNECTIONS

COLLABORATING WITH OTHERS

These skills relate to your ability to interact with and work with others effectively in order to foster and strengthen relationships.

BUILDING RAPPORT

Being personable and approachable; establishing mutual trust and respect with others; building a connection with others that enhances communication and mutual understanding.

HOW TO:

Be yourself: Be genuine, be yourself. Don't try to be anything you're not, create a new persona or adopt a 'sales like' tone. Relax, smile and go in with a positive attitude. Good things will follow.

Be friendly: Chilly people tend to get chilly reactions from others. Approach rapport building with the intent to be warm and friendly.

Most of us know someone who wanted to be liked so he "tried hard," but it didn't work. In trying to be liked, he appeared needy and conspicuous. You can't force rapport. Show interest, but don't act subservient, overly friendly, or too pushy. If you come on too strong, you'll only be seen as inauthentic and turn the other person off.

Show real interest: People want to feel like they have an opportunity to share what they're thinking, including their desires, fears, and problems. More importantly, they want to feel like they're being heard. The more you can show you're listening to them and are genuinely interested, the more likely they are to be relaxed and willing to share.

Find common ground: People like people who are similar to themselves. The more you can uncover shared interests, the greater your ability to build rapport. Maybe you went to the same school, lived in the same city, have children similar ages, enjoy the same TV shows, sports interests, or

hobbies. Whatever it is, if you can uncover a similarity, you'll be able to make a connection.

Give genuine compliments: Genuine compliments are endearing. If you like the office, the buyer's website, or are impressed with their book, say so. If your prospect had a recent accomplishment, relay your authentic congratulations. They'll appreciate it, and this will go a long way towards building rapport.

Calibrate the rapport: Some people spend too much time chatting, and the prospect might become antsy to get down to business. Do your best to read the other person and find the right amount of rapport-focused conversation.

Read the culture. It's always best to be yourself, but remember to adjust your approach depending on who the other person is and/or which company they work for. Don't change who you are to fit the culture, but be aware of how the culture works and how it best responds.

RESOURCE INSOURCE

This resource allows you to create understanding with other individuals and groups. Also focuses on ways to create rapport quickly and effectively in order to enhance communication skills.

<https://www.linkedin.com/learning/communication-tips/building-rapport?u=2174970>

LIAISING

Serving as a bridge or channel between parties with the goal of establishing and maintaining communication for mutual understanding and cooperation.

HOW TO:

You must believe what you are advocating for is worthwhile: Liaisons who do not are easily undermined while the ones who are enthusiastic amplified the other person's enthusiasm. Genuine support is more important than influence or connections.

Credibility: someone who believes in what they are saying and knows what they are talking about.

Connections: A liaison's ability to act as intermediaries require them to have a strong cross-organizational knowledge and networks. Broad connections across the organization ensured that their championing efforts were not restricted to local contexts, but it was their nuanced understanding of diverse organizational needs and perspectives that enabled them to represent and respond to their colleagues so effectively.

Good interpersonal and communication skills: Effective liaisons were persuasive, approachable, and well-liked; people are more inclined to do things for people they like.

Support: A good liaison also needs support from the organization. The liaison's credibility and authority increase when they can demonstrate that they are acting on behalf of management.

DEMONSTRATING COMMITMENT TO THE TEAM

Caring and being actively supportive of the success of a team as a whole and of every individual on the team.

HOW TO:

Believe that the work you do is important.

Show up!

Follow through

Stick to it!

ADVISING/COUNSELLING

Provide information, insight or suggestions to support and aid an individual in making an informed decision or determining the best course of action to take.

HOW TO:

Only give advice when asked: Unsolicited advice can be intrusive. It sends a message that you are jumping in because they can't handle the problem. It leaves them feeling less competent and capable, undermining their ability to handle the situation themselves. To ensure that your advice is more helpful than harmful, only share it if you're explicitly asked. Otherwise, just listen and empathize.

Offer information about the options: To offer expertise in a way that's truly helpful, use it to inform the person about the decision at hand. Tell them what you know about their options, possibly offering a recommendation, then let them use that information to make a sound decision.

Help think through the problem: Instead of imposing your opinion, guide them through the process you might use to reach a conclusion. Ask the questions you would ask yourself, and give them an opportunity to talk through the options with you. That approach will help build problem-solving skills that translate to future dilemmas.

Express confidence in their judgement: When someone is facing a dilemma, they need self-confidence to trust their intuition and make an informed choice. If someone comes to you for advice, let them know that you're here to help but you trust them to make an intelligent decision. Your confidence may be all the advice they need.

MEDIATING/RESOLVING CONFLICT

Responding to situations involving conflict between oneself and others, or intervening between parties involved in a dispute with the intention of diffusing tension, managing the conflict or bringing about an agreement or reconciliation.

RESOURCES:

INSOURCE

This course will help you with building better relationships between your coworkers/managers etc. Expanding on effective conflict resolutions and revealing simple techniques that apply in most business situations. Helps in identifying issues and practices for opening conflict conversations, brainstorming solutions and coming to an agreement.

<https://www.linkedin.com/learning/conflict-resolution-foundations-4/bringing-resolution-to-your-conflicts?u=2174970>

OUTSOURCE

Before you learn what is the best way you should resolve a conflict, find out your own conflict management style with two resources for conflict resolution offered at this site. One link offers an assessment for purchase, and a second link offers a quicker 15 question assessment. Either way will give insight into your style of conflict management:

<https://www.waldenu.edu/connect/newsroom/walden-news/2017/0530-whats-your-conflict-management-style>

VISTA – Volunteers in Service to America – offers a bullet-point list of tips for managing conflict, such as “Be a calming agent” and “Focus on the future.” The common-sense points are helpful. Also offered is a short list of conflict resolution tools focusing on communication:

<https://www.vistacampus.gov/strategies-managing-conflict-communication-tools>

Most people default to ineffective and damaging strategies when faced with conflict. From Harvard Law School, this list of five strategies that should prove much more effective. Among other points, the reader is urged to

recognize that we all have biased perceptions of fairness. Applying these strategies will help move toward resolution.

Harvard follows up with a list of proven negotiation strategies that can help mend partnerships, avoid lawsuits and even create value. They include: avoid being provoked into an emotional response, don't abandon value-creating strategies and use time to your advantage, and much more:

<https://www.pon.harvard.edu/daily/conflict-resolution/conflict-resolution-strategies/>

<https://www.pon.harvard.edu/daily/dispute-resolution/3-negotiation-strategies-for-conflict-resolution/>

NETWORKING

Interacting with others to exchange information or ideas, develop contacts, and build/maintain mutually-beneficial connections.

RESOURCES:

INSOURCE

This course exemplifies various networking strategies that you can personalize to play to your strengths and connect with people you actually like. Identify the most important people in your network and prioritize who is most critical to your success. Also learn how to start conversations, build real connections and use social media to network authentically.

<https://www.linkedin.com/learning/professionalnetworking/welcome?u=2174970>

BUILDING CONSENSUS

Collaborating with others to search for information/ideas and develop mutually-acceptable solutions to problems that meet the interests and needs of all parties involved.

COLLABORATING

Working together with and supporting others in order to complete tasks and realize shared goals.

RESOURCES:**INSOURCE**

This online resource will help you create a new leadership model built on trust and inclusion. Creating an environment that allows individuals to participate and contribute. This course gives significant insight and skills to build collaborative relationships within your team and throughout your organization by introducing key elements and skills for collaborative leadership.

<https://www.linkedin.com/learning/collaborative-leadership/building-collaborative-relationships?u=2174970>

SHOWING EMPATHY

Demonstrating to another that you understand or identify with (or are trying to understand or identify with) their condition, thoughts or feelings from their perspective.

RESOURCES:**INSOURCE**

This resource explains how to provide empathetic behaviour in the workplace when dealing with customer service, in order to understand another individual's place in a conflict as well as your own.

<https://www.linkedin.com/learning/customer-service-handling-abusive-customers/use-empathy-to-show-you-care?u=2174970>

How to effectively and considerably choose language that is useful and empathetic within the realms of social media to help you better connect with various people.

<https://www.linkedin.com/learning/customer-service-writing-for-social-media/welcome?u=2174970>

ADVOCATING

Speaking for, interceding on behalf of and/or supporting or defending something or someone.

RESOURCE**INSOURCE**

<https://www.linkedin.com/learning/management-tips/introduction-to-the-weekly-series?u=2174970>

TEACHING & TRAINING

Supporting others in developing knowledge or skills by providing clear, explicit instruction and opportunities to put their new knowledge/skills into practice.

RESOURCE**INSOURCE**

This course exemplifies all your teaching needs and how to effectively provide instruction and opportunities for others to utilize their knowledge in effective ways. Find out about the different types of disabilities and challenges students may face and learn how to use assistive technologies such as screen readers and closed captioning, incorporate visual and auditory cues into teaching, and encourage students to seek the learning supports that will help them succeed.

<https://www.linkedin.com/learning/teaching-techniques-making-accessible-learning/welcome?u=2174970>

LEADING & MENTORING

Guiding, influencing, directing or mobilizing others towards learning new knowledge or a skill, accomplishing a goal, improving performance, or completing a task.

RESOURCES:**INSOURCE**

This course highlights the do's and don'ts for appropriate self-disclosure and helps you develop structure and agenda for each mentor meeting. Above this guidance on building trust and chemistry, providing feedback and helping others make critical career and work decisions and become resilient in the face of challenges.

<https://www.linkedin.com/learning/being-a-good-mentor/welcome?u=2174970>

MOTIVATING & INSPIRING

Stimulating or generating another's interest/confidence in and enthusiasm for making a decision or taking a course of action in pursuit of one's goals.
insource

RESOURCES: **INSOURCE**

This link looks at executive leadership qualities that set the best apart from the rest. Discover the importance of knowing how to set a foundation and direction, motivate your staff to achieve much more.

<https://www.linkedin.com/learning/executive-leadership/take-action-to-lead?u=2174970>

This links helps to highlight how to inspire fellow colleagues by using the right language, having the right mindset and also motivating others to take initiatives in their own paths in order to have a well developed team.

<https://www.linkedin.com/learning/executive-leadership/communicate-to-motivate-and-inspire?u=2174970>

DELEGATING

Identifying others' strengths and interests, and entrusting them with tasks or responsibilities that are the best fit for them.

RESOURCES: **INSOURCE**

Delegation is key for leaders as they ascend in their development. This course helps to learn the right way to get help and still maintain your high quality standards. Build the right mindset and delegate work without micromanaging it. Review three methods for delegating: hiring a dedicated resource, using someone outside the chain of command. Plus learn how delegation can help scale your impact and achieve more in years to come.

<https://www.linkedin.com/learning/delegating-tasks/welcome?u=2174970>

PROMOTING & FACILITATING INCLUSIVENESS

Working towards creating an environment in which everyone involved feels that they matter, are supported, and can be fully engaged.

RESOURCES:

INSOURCE

This course helps to share how to create and lead an effective organization that leverages the diverse talents of all contributors. It reveals the benefits of inclusive leadership including positive impacts it can have on employee engagement innovation and creativity. As well as outlining the best practice framework for developing inclusive leaders in an organization by sharing tips for avoiding common leadership pitfalls.

<https://www.linkedin.com/learning/inclusive-leadership/welcome?u=2174970>

DEVELOPING & MAINTAINING RELATIONSHIPS/PARTNERSHIPS

Identifying, initiating and cultivating working relationships in order to bring together individual/institutional capabilities and resources in the form of skills, experiences and ideas to address problems in a way that is of mutual benefit to all parties involved.

RESOURCES:

INSOURCE

This link exemplifies the importance of having good relationships within the community/workplace and it allows resources from other experiences and ideas to address problems in a way that is mutually beneficial to all parties involved.

<https://www.linkedin.com/learning/running-a-design-business-selling-design-to-clients/how-to-maintain-a-relationship-over-time?u=2174970>

PERSONAL SUCCESS

DEVELOPING SELF-AWARENESS AND ACCOUNTABILITY

These skills relate to your ability to effectively manage your personal and professional commitments and priorities while working towards continuous self-development, learning and growth.

DEMONSTRATING INTEGRITY & ETHICAL CONDUCT

Being sensitive to ethical considerations in diverse situations; demonstrating responsible, ethical and professional conduct.

RESOURCES:

INSOURCE

Explore examples of tricky situations that salespeople often encounter and learn how to behave ethically while dealing with the pressure to deliver results.

<https://www.linkedin.com/learning/business-ethics-for-sales-professionals/code-of-ethics-professional-conduct?u=2174970>

Learn how to apply ethical standards and practices in the day-to-day execution of your leadership role.

<https://www.linkedin.com/learning/business-ethics-for-managers-and-leaders/ethical-leadership-responsibilities?u=2174970>

DEMONSTRATING ORGANIZATIONAL SKILLS

Developing and utilizing strategies for facilitating work flow, orderliness, efficiency, focus and clarity needed to coordinate and carry out a variety of tasks to meet expectations and goals.

RESOURCES

INSOURCE

Learn what it takes to be a field sales representative. Explore the challenges and rewards of working from the field.

<https://www.linkedin.com/learning/field-sales/organization-and-time-management?u=2174970>

Learn how to efficiently handle application migration to the cloud. Discover how to identify good candidates for migration, select the right target platform, establish a process that allows you to pick workloads, and more.
<https://www.linkedin.com/learning/learning-cloud-computing-application-migration/organization-and-skill-considerations?u=2174970>

DEMONSTRATING THE ABILITY TO FOLLOW INSTRUCTIONS, POLICIES & PROCEDURES

Acting in accordance to organizational/project/task instructions, policies and procedures in order to meet expectations or goals.

DEMONSTRATING DILIGENCE & A STRONG WORK ETHIC

Showing diligence and discipline in carrying out or putting into effect a plan, decision, or course of action in order to meet a deadline, complete a task, realize a goal or fulfil expectations.

RESOURCES:

INSOURCE

Ethics are critical to your career and your company. Learn how to hold yourself, your stakeholders, and your colleagues to ethical standards and avoid common ethical issues.

<https://www.linkedin.com/learning/business-ethics-2/ethics-fundamentals?u=2174970>

<https://www.linkedin.com/learning/business-ethics-2/teaming-ethics?u=2174970>

DEMONSTRATING CONFIDENCE

Trusting and believing in the abilities, trustworthiness and/or reliability of oneself and of others.

RESOURCES:**INSOURCE**

Explore mindfulness practices to manage stress, expand emotional intelligence, grow self-confidence, and deal with coworkers.

<https://www.linkedin.com/learning/mindfulness-practices/grow-self-confidence?u=2174970>

Become a better manager or leader by honing your communication skills in this series

<https://www.linkedin.com/learning/communication-tips/communicating-with-confidence?u=2174970>

Learn specific behaviors you can adopt to communicate your intelligence to others and make a good first impression.

<https://www.linkedin.com/learning/projecting-intelligence/projecting-confidence?u=2174970>

DEMONSTRATING PROFESSIONALISM & A POSITIVE ATTITUDE

Approaching individuals, situations and problems with professionalism, optimism, energy and motivation.

RESOURCES:**INSOURCE**

This link discusses the qualities of great teams and what you can do to be an effective team member.

<https://www.linkedin.com/learning/teamwork-foundations/maintaining-a-positive-attitude?u=2174970>

Learn how to ace a job interview for a creative role. Get tips on what to wear, when to arrive, what to say, and how to follow up afterwards

<https://www.linkedin.com/learning/search?keywords=positive%20attitude&u=2174970>

MAINTAINING CONFIDENTIALITY

Recognizing that certain information--usually of a sensitive or personal nature--is to be kept in strict confidence and to be handled according to established protocol by authorized individuals only.

TAKING OWNERSHIP & ACCOUNTABILITY

Being actively engaged in working towards achieving specific goals and influencing outcomes and accepting responsibility for any and all outcomes—good or bad.

RESOURCES:

INSOURCE

Compare the most popular project management approaches—agile and waterfall—to decide which one is right for your organization.

<https://www.linkedin.com/learning/comparing-agile-versus-waterfall-project-management/adapting-to-changes?u=2174970>

Learn how to demonstrate your leadership ability without having a formal leadership role.

<https://www.linkedin.com/learning/leading-without-formal-authority/adapting-to-change?u=2174970>

Learn how to cultivate a coaching relationship, establish an informed development plan, take measures to support your leader's progress, and accelerate your growth as a leader.

<https://www.linkedin.com/learning/executive-coaching/adapt-to-changes?u=2174970>

BEING FLEXIBLE & ADAPTABLE TO CHANGE

Being responsive to change and open to alternate ways of looking at and doing things.

BEING PROACTIVE

Creating or controlling a situation by causing something to happen rather than responding to it after it has happened.

RESOURCES:

INSOURCE

Become a mentor who can help others achieve more in their professional lives

<https://www.linkedin.com/learning/mentoring-others/being-proactive?u=2174970>

Learn how to work best on a team. Explore the key characteristics of exemplary team members and find out how you can adopt these behaviors to become a more valuable collaborator.

<https://www.linkedin.com/learning/being-an-effective-team-member/being-proactive-about-team-projects?u=2174970>

Explains how the "elusive" quality of executive presence actually can be developed to help you stand out from the crowd, gain leadership opportunities, and be successful as a leader.

<https://www.linkedin.com/learning/developing-executive-presence/being-emotionally-proactive?u=2174970>

MAINTAINING COMPOSURE

Being calm and composed in the face of conflicts, crises, challenges or unexpected changes.

RESOURCES:

INSOURCE

Learn how to manage, counsel, and lead a diverse team in order to foster their best performance

<https://www.linkedin.com/learning/managing-a-diverse-team/deal-with-inappropriate-behavior?u=2174970>

DEMONSTRATING A COMMITMENT TO CONTINUOUS LEARNING

Actively seeking out ways to continually develop one's skills and knowledge; this includes reflecting on one's own areas for improvement, pursuing further education/training, and asking for feedback.

RESOURCES:

INSOURCE

Learn how to develop and stick to a learning plan so you can grow your skills, stay sharp, solve problems, and overcome challenges.

<https://www.linkedin.com/learning/learning-agility/stay-committed-to-your-learning-plan?u=2174970>

MANAGING TIME EFFECTIVELY

Planning and exercising conscious control over the amount of time spent on specific activities/tasks, especially to increase effectiveness, efficiency or productivity, meet deadlines and avoid scheduling conflicts.

RESOURCES:

INSOURCE

Where does the time go? Are you having trouble balancing school, work, and life? How much study time is enough? Learn practical, personalized approaches to managing your time that work for you.

<http://lss.info.yorku.ca/workshops/>

DEMONSTRATING PERSEVERANCE & RESILIENCE

Demonstrating determination, a firm commitment and an ability to bounce back from challenges, adversity and set-backs to achieve set goals or objectives.

RESOURCES:

INSOURCE

This course explains how to bounce back from difficult situations by building your resilience threshold. Five strategies are outlined to prepare for

difficult situations and five strategies for reflecting on them afterwards. Find out where you are on the resilience scale and identify where you want to be and learn strategies to close the gap.

<https://www.linkedin.com/learning/building-resilience/what-why-and-how-to-become-resilient?u=2174970>

DEMONSTRATING ATTENTION TO DETAIL

Being thorough and accurate when completing a task by paying close attention to any and all the details involved.

BEING RECEPTIVE TO FEEDBACK

Being open to taking in, reflecting on and incorporating suggestions for improvement from others with the goal of working towards continued personal/professional development.

MANAGING WORK/LIFE BALANCE

Balancing one's professional and personal commitments/priorities to maintain wellbeing and overall quality of life.

RESOURCES:

INSOURCE

Define and share your own authentic leadership philosophy in this hands-on course.

<https://www.linkedin.com/learning/developing-your-leadership-philosophy/achieving-work-life-balance?u=2174970>

Get two new management tips and learn to improve communication, increase motivation, deal with conflict, and build better relationships.

<https://www.linkedin.com/learning/management-tips/developing-work-and-life-balance?u=2174970>

This course explores smart strategies to make work a focus at work and give yourself time to enjoy your time at home. This also tackles tough questions like: What are the warning signs that my life is out of balance?

How do I keep balance when I travel so frequently? How do I balance work, life, and school?

<https://www.linkedin.com/learning/balancing-work-and-life/welcome?u=2174970>

TAKING INITIATIVE

Taking action without being prompted or asked.

SOCIAL RESPONSIBILITY AND COMMUNITY ENGAGEMENT

GETTING REDI* TO MAKE A DIFFERENCE

*Respect, Equity, Diversity and Inclusion (REDI)

These skills relate to your ability to understand issues and events impacting on communities, show interest, respect and appreciation for individuals within diverse communities, and take action towards contributing positively to the quality of community life.

EMBRACING DIVERSITY

Recognizing, appreciating and celebrating the similarities and differences among people, and seeking out ways to improve one's ability to understand and relate to others.

RESOURCES:

INSOURCE

Learn how to establish your identity as a leader, connect with your team, and become a successful first-time manager.

<https://www.linkedin.com/learning/new-manager-foundations-2/diversity-and-inclusion?u=2174970>

Discover how to enhance diversity and inclusion in different cultural contexts by creating and implementing an effective strategy.

<https://www.linkedin.com/learning/diversity-and-inclusion-in-a-global-enterprise/uncover-the-reasons-for-diversity?u=2174970>

CHALLENGING UNFAIRNESS OR INJUSTICE

Questioning the validity of and speaking up in the face of assumptions, behaviours, practices and policies that one believes to be unfair or unjust.

DEMONSTRATING CULTURAL COMPETENCE

Demonstrating knowledge of, respect for, interest in and comfort with individuals from different cultures, along with a commitment to increasing mutual understanding, respectful engagement, and a shared sense of community.

RESOURCES:

INSOURCE

This course explains why cultural competence is key to the success of any diversity-related initiative, as well as how to assess and grow your own cultural competence. Examples of scenarios and techniques that can help you grasp how your worldview impacts your behavior, as well as how to more effectively engage and adapt across cultural differences.

<https://www.linkedin.com/learning/cultivating-cultural-competence-and-inclusion/understanding-cultural-competence?u=2174970>

DEMONSTRATING A COMMITMENT TO CIVIC ENGAGEMENT

Participating in social, economic or political processes/activities in order to work towards improving conditions for individuals within a community or to help shape a community's future.

DEMONSTRATING SOCIAL CONSCIOUSNESS

Being aware of and interested in understanding social problems and challenges routinely faced by social groups or communities, and wanting to contribute in a meaningful way to effect change.

STAYING UP TO DATE WITH CURRENT AFFAIRS/ISSUES

Being aware of current affairs/issues, and how they impact on and are impacted by individuals, communities, organizations, industries, or society as a whole.

ENGAGING IN ADVOCACY

Speaking for, interceding on behalf of and/or supporting or defending something or someone so that information/services can be accessed, views can be expressed/taken into account, and rights can be safeguarded.

RESOURCES:

INSOURCE

This course teaches you to amplify your voice by being prepared for scenarios. Discover how to recognize opportunities to back yourself. Rebalance conversation when you are being diminished. This course also provides techniques you can use to make your strengths visible and ensure your credibility is known and reduce blockers to your success.

<https://www.linkedin.com/learning/being-your-own-fierce-self-advocate/standing-up-for-yourself-every-day?u=2174970>

CULTIVATING COMMUNITY AND PRIDE

Being actively involved in a community by participating in and/or planning social activities, programs and events that build pride and an engaged community.

RESOURCES:

INSOURCE

Learn why being positive at work is so beneficial and explore practical strategies for increasing positivity and dealing with difficult situations.

<https://www.linkedin.com/learning/search?keywords=tips%20for%20increasing%20participation&u=2174970>

Discover how to design, prepare for, and facilitate a successful workshop.

<https://www.linkedin.com/learning/workshop-facilitation/tips-for-increasing-participation-and-collaboration?u=2174970>

KNOWLEDGE ACQUISITION AND APPLICATION

LEARNING AND APPLYING TECHNICAL SKILLS

These skills relate to your ability to acquire, process and work with information and ideas from a variety of sources, gain and apply technical skills or knowledge relevant to a specific role or field.

INTERPRETING AND APPLYING SPECIFIC LEGISLATION, POLICIES & BEST PRACTICES

Being knowledgeable and/or skilled in the interpretation and application of legislation, policies and/or best practices specific to a discipline, job or industry.

STAYING CURRENT

Keeping up-to-date on the latest trends, changes, research, and technology impacting on a particular discipline, job or industry.

DEMONSTRATING INFORMATION OR COMMUNICATION TECHNOLOGY PROFICIENCY

Applying technical knowledge/competencies in working with computers, software/mobile applications, digital media or other technology to manage and manipulate information flowing to and from others.

RESOURCES: INSOURCE

This guide is designed to help instructors design, develop, and teach eCourses and programs. Included are recommendations and suggestions from colleagues across the province who have experience online.

<https://learnonline.ecampusontario.ca/eLearning-Resources/Teachers/resource/teaching-and-learning-with-technology-a-faculty-guide>

can be found through <https://lil.info.yorku.ca>

USING SPECIFIC TECHNIQUES & TECHNOLOGY

Being knowledgeable and/or skilled in the use of techniques, resources, instruments, equipment and/or technology specific to a discipline, job or industry.

DEMONSTRATING NUMERICAL LITERACY

Reading and using numerical data, and applying quantitative skills to measure and make calculations, make estimations or forecasts, work with money/schedules/budgets, and/or analyze numerical trends.

READING, UNDERSTANDING & EVALUATING INFORMATION

Scanning for information, skimming for overall meaning, understanding/interpreting/ critiquing/evaluating what is read and integrating information from multiple sources.

PROCESSING INFORMATION

Gathering, sorting, compiling, manipulating, and classifying information and ideas.

DEMONSTRATING DOCUMENT USE PROFICIENCY

Accessing, updating, manipulating, organizing and using information in a variety of document and display formats, including lists, tables, forms, graphs, maps, charts, images, schedules, schematics, touch screens & technical drawings.

INTERPRETING AND APPLYING SPECIFIC THEORIES & FRAMEWORKS

Being knowledgeable and/or skilled in the interpretation and application of theories and/or frameworks specific to a discipline, job or industry.

CRITICAL THINKING AND PROBLEM-SOLVING

MAKING EFFECTIVE DECISIONS

These skills relate to your ability to analyze and interpret information and ideas, form judgements and opinions about the information and ideas, explore and evaluate alternative perspectives, make informed decisions and take action towards addressing an issue or problem.

DEMONSTRATING CRISIS INTERVENTION SKILLS

Offering short-term, immediate and active support to respond effectively to crisis situations or individuals in distress.

RESOURCES:

INSOURCE

Exploring emotional intelligence that allows individuals to understand and better react to the situations around them and actively support others.

<https://www.linkedin.com/learning/learn-emotional-intelligence-the-key-determiner-of-success/daniel-goleman-explores-emotional-intelligence-2?u=2174970>

PROBLEM-SOLVING

Recognizing or even anticipating what needs to be done and taking action to find a solution to a problem or challenge.

RESOURCES:

INSOURCE

In this course learn techniques for identifying the root cause of a problem, generating options, and selecting the best solution. several methods of identifying what's actually causing a problem, including are examined and looking at the whole system when a problem is actually a symptom of a larger issue. Potential solutions using mind maps and decision trees are also mentioned as well as how to boost your creativity to help you come up

with more insightful options, and how to use both logic and your intuition to select the right solution to your problem.

<https://www.linkedin.com/learning/problem-solving-techniques/introduction?u=2174970>

EXERCISING JUDGMENT & DECISION-MAKING

Decisively considering the pros and cons of potential courses of action in order to choose the one that most effectively addresses the needs of the situation or the parties involved.

RESOURCES:

INSOURCE

Learn the art and science of business decision-making. There are four styles of decision making—autocratic, participatory, democratic, and consensual—the course reveals which styles are best suited for specific situations. Recognizing that ambiguity is a part of any decision-making process, these are all covered and you are able to recognize what you don't know in order to reduce risk and plan for contingencies. Applying these major concepts will help you make better decisions faster, incur less risk, and gain more support for your decisions.

<https://www.linkedin.com/learning/decision-making-strategies/welcome?u=2174970>

ACTION PLANNING

Establishing a systematic course of action for oneself or others to ensure accomplishment of a specific goal/objective; this includes determining priorities, allocating time and resources effectively, and outlining the necessary procedures/protocols/contingency plans.

CRITICAL THINKING & ANALYZING

Actively and skillfully conceptualizing, applying, analyzing, synthesizing, and/or evaluating information gathered from observation, experience, reflection, reasoning, or communication, as a guide to belief and action.

RESOURCES:**INSOURCE**

At university, learning involves much more than just memorizing facts and figures. This workshop will assist you in pushing beyond purely descriptive levels by examining deeper levels of understanding, analysis, critical thinking and evaluation <http://lss.info.yorku.ca> .

RESEARCHING & INVESTIGATING

Engaging in a systematic investigation into and study of something using a variety of research methods in order to identify and access credible sources for information, clarify issues/ideas, establish facts, test theories, reach new conclusions and advance knowledge.

SHOWING CREATIVITY & INNOVATION

Generating novel and valuable ideas and using these ideas to develop new or improved processes, solutions, methods, systems, services or products.

RESOURCES:**INSOURCE**

This resource allows you to adopt new ways of thinking that are more often in tune with adaptive world views. There is an increased effectiveness and success in all domains, thinking in a more sophisticated way while organizing your thoughts. Learn about the power of mapping in systems, thinking and getting examples of real-life applications and how this can help boost your emotional intelligence.

<https://www.linkedin.com/learning/systems-thinking/making-sense-of-a-complex-world?u=2174970>

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