

The **Management Development Certificate (MDC)** program builds on six core competencies necessary for developing effective supervisors, managers, and leaders. Leadership skills are an integral part of each of the competencies.

**Personal Competencies**

- Self-awareness
- Ethics and Values
- Proactive
- Flexibility

**Interpersonal Competencies**

- Interpersonal Communication
- Interpersonal Responsiveness
- Group/Team Dynamics
- Influencing Others
- Developing Others
- Presentations

**Critical Thinking**

- Data Gathering
- Analysis
- Synthesis
- Problem Solving

**Organizational Competencies**

- Planning
- Goal Setting & Implementation
- Policy/Procedure Implementation
- Innovation
- Government Infrastructure

**Customer Focus**

- Continuous Quality Improvement

**Technical Competencies**

- Program Knowledge
- Technology Management

**CURRICULUM:**

**Required Courses:**

- 360 Degree Feedback
- Diversity: Profiting from our Differences
- Ethics in Government
- Genuine Leadership A (or Frontline A)
- **3 of the following 4** management courses (or Frontline B)
  - Knowledge Transfer
  - Problem Solving Results
  - Project Management
  - Workforce Planning
- HR Basics
- Know Your State Government (online)
- Principles of Quality
- Work Process Improvement Tools and Techniques

**Elective Courses (must complete 4)**

- Coaching and Counseling
- Conflict Resolution
- DEL (DE Employment Link) & Selection Interviewing (both online)
- Emotional Intelligence
- Facilitation Skills
- Managing Generational Differences
- Performance Planning and Review
- PHRST Inquiry
- Using the EAP as a Performance Improvement Resource

# Management Development Certificate

## Competencies & courses

### 1. PERSONAL COMPETENCIES

#### **Self-awareness**

- Recognizes own strengths and weakness
- Seeks feedback from others
- Seeks opportunities for personal learning and development

#### **Flexibility**

- Evaluates options objectivity
- Adapts behavior and work methods in response to new information
- Allows input from outside sources to influence thoughts and behaviors

#### **Ethics and Values**

- Follows laws, regulations, policies, etc. related to job
- Models high standards of honesty, integrity, trust, creditability, openness and respect
- Communicates expectations and standards to others
- Reconciles personal values to organizational values

#### **Proactive**

- Initiates actions, communications, proposals, meetings, and directives to accomplish a task
- Implements plans and ideas
- Deals quickly with problems and obstacles
- Takes responsibility for results

#### **Self Confidence**

- Retains composure and professionalism in difficult situations
- Commits to action and expresses confidence in success

**Required courses:** 360 Degree Feedback, Diversity: Profiting from Our Differences, Ethics in Government, Genuine Leadership A (or Frontline A), Knowledge Transfer, Principles of Quality, and Workforce Planning.

**Elective courses:** Conflict Resolution, Emotional Intelligence, and Managing Generational Differences

### 2. INTERPERSONAL COMPETENCIES

#### **Interpersonal Communication**

- Presents ideas clearly orally and in writing
- Uses active listening techniques such as paraphrasing, open and probing questions, etc. to understand ideas, concepts, and feelings of another

- Uses a variety of communication tools to ensure understanding
- Responds appropriately to verbal and nonverbal behavior of others when communicating

### **Interpersonal Responsiveness**

- Responds appropriately to needs, feelings, and capabilities of others
- Adapts approaches to suit different people and situations
- Shows sensitivity to diversity of culture, race, gender, and other individual differences

### **Influencing Others**

- Develops networks and coalitions
- Gains cooperation from others to obtain information and accomplish goals
- Uses a variety of methods to gain support for ideas, strategies and values
- Inspires, motivates, and guides others toward goal accomplishment

### **Developing Others**

- Gives appropriate feedback on performance
- Provides coaching, training, etc., to improve skills and performance
- Fosters environment conducive to continuous learning
- Allows others to develop interests, skills, etc. not directly related to current job

### **Group/Team Dynamics**

- Monitors and focuses group interaction and watches for group blind spots
- Encourages and facilitates cooperation
- Helps group develop self-management skills
- Involves group in planning, problem-solving, and decision making
- Uses consensus decision making when appropriate
- Intervenes appropriately in interpersonal conflicts; helps resolve in constructive and positive manner
- Utilizes opportunities for partnering with stakeholders and clients

### **Presentations**

- Uses jargon and technical language appropriately
- Uses visual aids effectively
- Avoids distracting mannerisms in speech and in writing

**Required courses:** 360 Degree Feedback, Diversity: Profiting from Our Differences, Ethics in Government, Genuine Leadership A (or Frontline A), Knowledge Transfer, Principles of Quality, Problem Solving Results, and Workforce Planning.

**Elective courses:** Coaching and Counseling, Conflict Resolution, DEL, Emotional Intelligence, Managing Generational Differences, Performance Planning and Review, Selection Interviewing, and Using the EAP as a Performance Improvement Resource.

### **3. CRITICAL THINKING**

#### **Data Gathering**

- Gathers information from a variety of sources for decision making
- Uses “hard” (empirical, quantifiable) and “soft” (subjective, perceptual) data appropriately
- Uses appropriate tools for data gathering

#### **Analysis**

- Uses appropriate analytical tools to understand data
- Recognizes patterns, relationships, and trends in information gathered
- Uses logical, deductive thinking; distinguishes between relevant and irrelevant data
- Draws conclusions based on data

#### **Synthesis**

- Builds frameworks and models; forms hypotheses or ideas on the basis of information
- Links disparate information; finds patterns and correlation
- Recognizes potential implications and consequences of actions from a system perspective

#### **Problem Solving**

- Monitors environment, goals, outcomes, etc. for problems and opportunities for improvement
- Uses appropriate data gathering, analysis, and synthesis tools
- Uses systematic approach to solving problems
- Involves others in problem solving

**Required courses:** Genuine Leadership A (or Frontline A), Knowledge Transfer, Principles of Quality, Problem Solving Results, Project Management, Workforce Planning, and Work Process Improvement Tools and Techniques.

**Elective courses:** DEL, Performance Plan and Review, and Selection Interviewing.

### **4. ORGANIZATIONAL COMPETENCIES**

#### **Planning**

- Uses larger organizational plan as basis for local planning; coordinates with other parts of the organization to accomplish goals
- Determines long-term vision, mission, goals, objectives, strategies
- Analyzes situations; incorporates opportunities and constraints into plans
- Develops plans to achieve goals
- Manages and implements strategies

### **Goal Setting & Implementation**

- Understands and communicates goals, outcomes, standards, and performance measurement criteria
- Sets challenging but achievable goals
- Deploys resources appropriately to achieve goals
- Evaluates progress toward goals regularly; communicates progress to others involved
- Manages the performance of self and others to achieve the most and to assure growth and development

### **Policy/Procedure Implementation**

- Keeps abreast of current policies and procedures at all levels (state, cabinet, agency, etc.)
- Applies relevant statutes and regulations consistently and correctly
- Understands basic policies and procedures in state system i.e. Merit Rules, Sexual Harassment Prevention
- Consults with others to ensure appropriate implementation of policies, etc.
- Plans and/or monitors utilization of resources, expenditures, etc. for program area
- Ensures that services meet client needs and are provided in a quality manner

### **Innovation**

- Seeks to improve effectiveness of internal processes and of service delivery to clients
- Promotes creativity in day-to-day operations
- Keeps up-to-date on innovations and economic, political, and social trends relevant to program area
- Applies creative solutions in dealing with problems and organizational issues
- Plans and manages change effectively

### **Government Infrastructure**

- Understands the roles, dynamics, and division of power between the executive, legislative, elected officials, and judicial branches
- Understands where they and their organization fit into the organizational structure of state government

**Required courses:** Ethics in Government, Genuine Leadership A (or Frontline A), HR Basics, Know Your State Government, Principles of Quality, Workforce Planning, and Work Process Improvement Tools and Techniques.

**Elective courses:** DEL and Emotional Intelligence.

## **5. CUSTOMER FOCUS**

### **Continuous Quality Improvement**

- Monitors customer needs and seeks to improve effectiveness and quality of internal processes and of service delivery to clients

**Required courses:** HR Basics, Know Your State Government, Principles of Quality, and Work Process Improvement Tools and Techniques.

**Elective courses:** Conflict Resolution, Emotional Intelligence, and Managing Generational Differences.

## **6. TECHNICAL COMPETENCIES**

### **Program Knowledge**

- Demonstrates understanding of the requirements, knowledge, competencies of the various jobs supervised
- Applies specialized knowledge, skills, and abilities in program area
- Keeps up-to-date in technical and program skills

### **Technology Management**

- Integrates technology into the workplace
- Develops strategies for using new technology to manage and improve program effectiveness

**Required courses:** Know Your State Government, Project Management, Work Process Improvement Tools and Techniques.

**Elective courses:** DEL and PHRST Inquiry