

BUILDING A RESILIENT WORKFORCE...

WHY
VISION
MATTERS



Es t h e r H e r r e r a , M B A
S e n i o r M a n a g e r , T r a i n i n g & D e v e l o p m e n t
U n i v e r s i t y o f H o u s t o n - C l e a r L a k e

UHCL

About UHCL

- Serving since 1974
- Situated on a 524-acre wildlife preserve
- Part of the University of Houston System
- Offer more than 90 graduate and undergraduate programs
- Hispanic Serving Institution (HSI)
- Rank # 12 in the 'Top Public Schools' among Texas Universities
- Rank # 162 in the 'Top Public Schools' on a national scale

About Me

- **Work Experience**

- 25 years in Customer Service
- 16 years in Management
- 12 years in Training

- **Education**

- Double Major in Business Management & Marketing (UHCL)
- MBA with a concentration in Leadership (UHCL)
- Currently a Doctoral student in Educational Leadership with a specialization in Curriculum & Instruction (UHCL)

- **Certifications**

- Discover Leadership - Game Changer Program Certified Facilitator
- Korn Ferry Leadership Architect
- Wiley - Everything DiSC Workplace
- Mental Health First Aid

Esther Herrera, MBA

Senior Manager, Training & Development



Top 3 endorsements on LinkedIn

- Customer Service
- Management
- Strategic Planning

Session Roadmap



- **Resilience** - let's discuss
- The **gifts** left behind from the pandemic
- Overview of UHCL's **Employee Development** planning
- **Next Steps**
- **Branding & Marketing tips** for your Training programs



Resilience

The **capacity** to withstand or to recover quickly from difficulties; toughness

(Oxford dictionary)

Resilient Workforce

Creating a Workplace Experience that builds and equips the individual with the capability to strengthen future performance.

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culture, space, p
resources, perfor
belonging

the power or abilit
to do something

Outcome:

Simultaneous growth at individual and organization level

Resilience is not about
overcoming, but becoming.

- Sherri Mandell

Pandemic

- Sudden changes to campus operations
 - learning to work from home
 - school-age children
 - anxiety about present and future
 - resource insecurities
- Human Resources counsel increased
 - communication challenges
 - low employee engagement
 - rise in conflict
 - and more





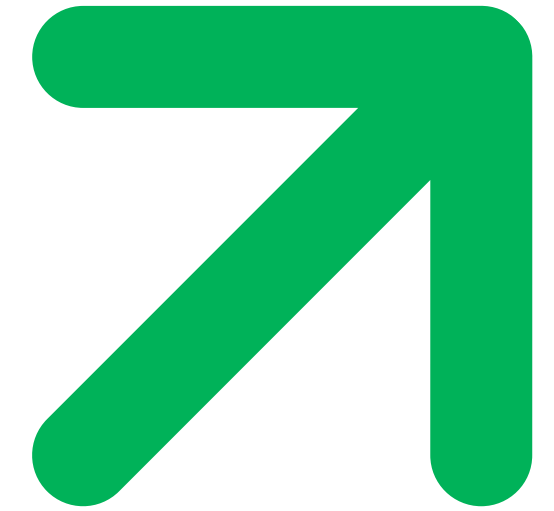
- How can we support the growth of our employees?
- What are the competencies needed to thrive at UHCL?
- How do we add clarity to positions and their requirements?
- How can we strengthen and deepen our internal talent pool?

GROWTH CULTURE @ UHCL



- A work environment that:
 - feels safe – physically and psychologically
 - is made up of individuals who role model vulnerability and take personal responsibility for their contributions
 - supports continuous learning
 - focuses on growing people – both personally and professionally

CORE



COMPETENCIES

A Capability-Building Framework for UHCL

FACTOR I: THOUGHT
A. Understanding the Business
5. Business Insight

Applying knowledge of business and the marketplace to advance the organization's goals.

11. Customer Focus

Building strong customer relationships and delivering customer-centric solutions.

17. Financial Acumen

Interpreting and applying understanding of key financial indicators to make better business decisions.

35. Tech Savvy

Anticipating and adopting innovations in business-building digital and technology applications.

B. Making Complex Decisions
8. Manages Complexity

Making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems.

12. Decision Quality

Making good and timely decisions that keep the organization moving forward.

32. Balances Stakeholders

Anticipating and balancing the needs of multiple stakeholders.

C. Creating the New and Different
18. Global Perspective

Taking a broad view when approaching issues, using a global lens.

19. Cultivates Innovation

Creating new and better ways for the organization to be successful.

33. Strategic Mindset

Seeing ahead to future possibilities and translating them into breakthrough strategies.

FACTOR II: RESULTS
D. Taking Initiative
2. Action Oriented

Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.

27. Resourcefulness

Securing and deploying resources effectively and efficiently.

E. Managing Execution
15. Directs Work

Providing direction, delegating, and removing obstacles to get work done.

25. Plans and Aligns

Planning and prioritizing work to meet commitments aligned with organizational goals.

38. Optimizes Work Processes

Knowing the most effective and efficient processes to get things done, with a focus on continuous improvement.

F. Focusing on Performance
1. Ensures Accountability

Holding self and others accountable to meet commitments.

28. Drives Results

Consistently achieving results, even under tough circumstances.

FACTOR III: PEOPLE
G. Building Collaborative Relationships
6. Collaborates

Building partnerships and working collaboratively with others to meet shared objectives.

9. Manages Conflict

Handling conflict situations effectively, with a minimum of noise.

20. Interpersonal Savvy

Relating openly and comfortably with diverse groups of people.

21. Builds Networks

Effectively building formal and informal relationship networks inside and outside the organization.

H. Optimizing Diverse Talent
4. Attracts Top Talent

Attracting and selecting the best talent to meet current and future business needs.

13. Develops Talent

Developing people to meet both their career goals and the organization's goals.

14. Values Differences

Recognizing the value that different perspectives and cultures bring to an organization.

34. Builds Effective Teams

Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals.

I. Influencing People
7. Communicates Effectively

Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.

16. Drives Engagement

Creating a climate where people are motivated to do their best to help the organization achieve its objectives.

23. Organizational Savvy

Maneuvering comfortably through complex policy, process, and people-related organizational dynamics.

24. Persuades

Using compelling arguments to gain the support and commitment of others.

37. Drives Vision and Purpose

Painting a compelling picture of the vision and strategy that motivates others to action.

FACTOR IV: SELF
J. Being Authentic
10. Courage

Stepping up to address difficult issues, saying what needs to be said.

36. Instills Trust

Gaining the confidence and trust of others through honesty, integrity, and authenticity.

K. Being Open
29. Demonstrates Self-Awareness

Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses.

30. Self-Development

Actively seeking new ways to grow and be challenged using both formal and informal development channels.

L. Being Flexible and Adaptable
3. Manages Ambiguity

Operating effectively, even when things are not certain or the way forward is not clear.

22. Nimble Learning

Actively learning through experimentation when tackling new problems, using both successes and failures as learning fodder.

26. Being Resilient

Rebounding from setbacks and adversity when facing difficult situations.

31. Situational Adaptability

Adapting approach and demeanor in real time to match the shifting demands of different situations.

CAREER STALLERS AND STOPPERS
M. Trouble with People

102. Blocked Personal Learner

103. Lack of Ethics and Values

110. Political Missteps

N. Doesn't Inspire or Build Talent

101. Poor Administrator

104. Failure to Build a Team

105. Failure to Staff Effectively

O. Too Narrow

106. Key Skill Deficiencies

107. Non-Strategic

108. Overdependence on an Advocate

109. Overdependence on a Single Skill

Korn Ferry Leadership Architect™ is a research-based global competency framework.

Competencies are observable and measurable skills and behaviors that contribute to workplace effectiveness and career success.

Career stallers and stoppers are behaviors generally considered problematic or harmful to career success.

Clusters A-O are research-based groupings of related competencies or career stallers and stoppers. They represent a higher order and broader scope of skills and behaviors that contribute to success or derailment.

Skill Development Plan

core

- Based on Core Leadership's selection of **Korn Ferry Core Competencies** for:
 - Individual Contributors
 - Supervisors
 - Managers
 - Senior Leaders

functional

- Engages **functional leaders** to identify other functional Competencies
 - Typically across an entire function

technical

- Engages **functional leaders** to identify other technical Competencies.
 - Typically job-specific

Core Competencies by Job Level

<p>Individual Contributors</p>	<p>Korn Ferry Competencies : Customer Focus Tech Savvy Action Oriented Optimizes Work Processes Drives Results Collaborates Interpersonal Savvy Values Differences Communicates Effectively Courage Instills Trust Nimble Learning Being Resilient</p>
<p>Supervisors</p>	<p>Korn Ferry Competencies: Customer Focus Manages Complexity Balances Stakeholders Cultivates Innovation Action Oriented Optimizes Work Processes Collaborates Develops Talent Values Differences Communicates Effectively Instills Trust Being Resilient</p>
<p>Managers</p>	<p>Korn Ferry Competencies: Customer Focus Decision Quality Balances Stakeholders Cultivates Innovation Action Oriented Drives Results Collaborates Develops Talent Values Differences Communicates Effectively Instills Trust Being Resilient</p>
<p>Senior Leaders</p>	<p>Korn Ferry Competencies: Financial Acumen Balances Stakeholders Strategic Mindset Action Oriented Ensures Accountability Develops Talent Values Differences Builds Effective Teams Drives Vision and Purpose Instills Trust Being Resilient</p>

Individual Contributors

Instructor-Led: Business Etiquette | Setting Professional Goals | Leadership from Within
Self-Directed: Coaching Yourself to Career Success | Being an Effective Team Member | Asking for Feedback as an Employee

Supervisors

Instructor-Led: Coaching | New Supervisor Foundations | Leading through Performance Management
Self-Directed: Leadership Foundations: Styles and Models | Make the Move from Individual Contributor to Manager | Performance Management: Conducting Performance Reviews

Managers

Instructor-Led: UHCL Performance Assessment Foundations | Situational Leadership (UHV) | Managing Conflict
Self-Directed: Managing Experienced Managers | Strategic Thinking | Managing Up, Down, and Across the Organization

Senior Leaders

Instructor-Led: Succession Planning Foundations | Leading Change | 3 Steps to Employee Engagement
Self-Directed: Executive Decision-Making | 30 Habits of Executive Leadership | Change Management Foundations

General Sessions

Instructor-Led: Effective Communication | Customer Service | Take Control of Your Productivity (VIRTUAL, by UH)
Self-Directed: The Inclusive Mindset | Time Management Fundamentals | Interpersonal Communication

Pilot Program

November 2022 - March 2023
Results

- Total sessions: 29
- Total attendees: 249
 - Individual Contributors: 75
 - Supervisors: 42
 - Managers: 49
 - Senior Leaders: 23
 - General Sessions: 60

Average Survey Score: 3.74 (out of 4)

Partnerships Included:

- UH Main
- UH Victoria



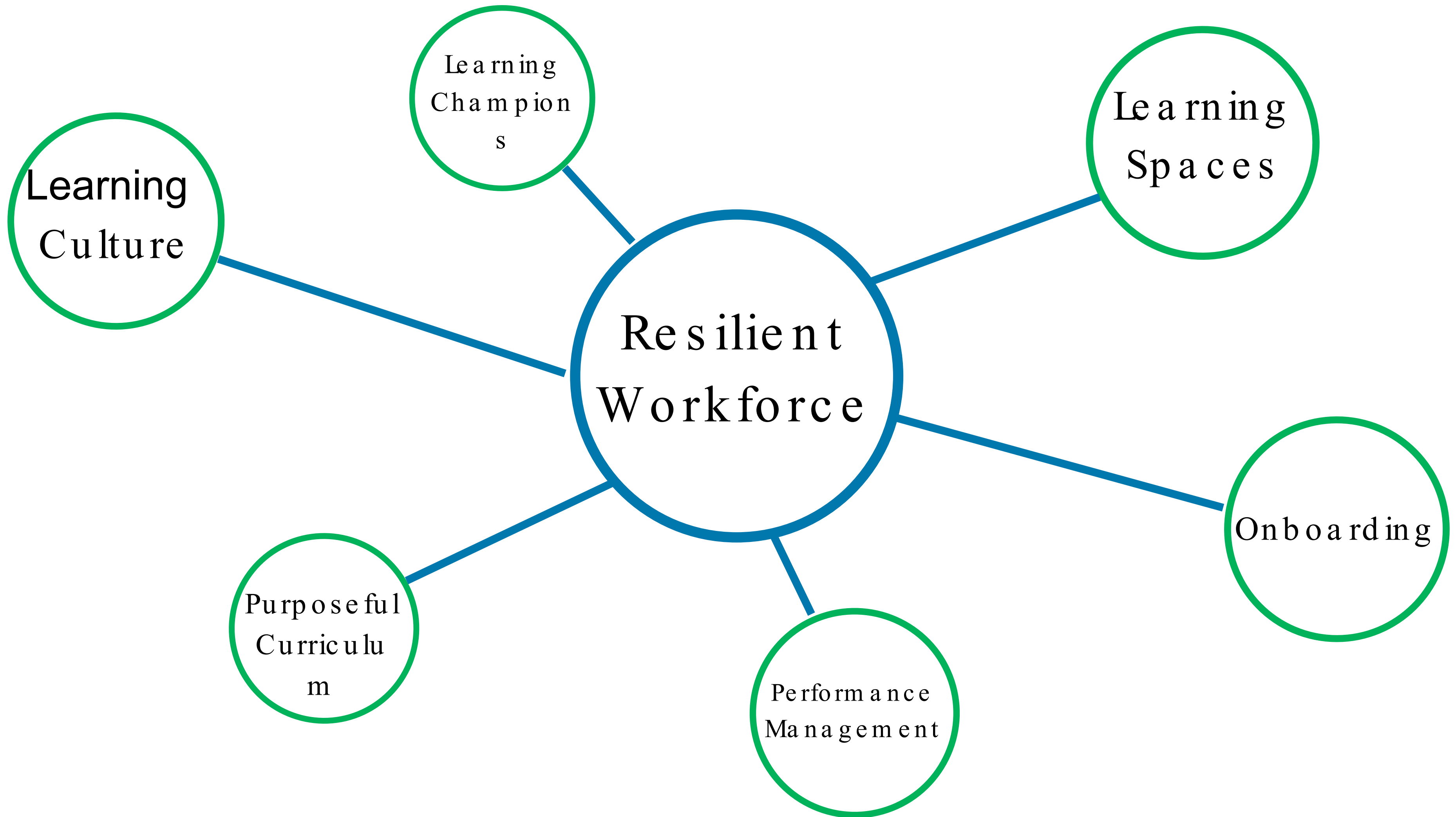
Come grow with us!

Fall/Spring

As of 10/12/23

- Total sessions: 11
- Total attendees: 69





Learning
Culture

Learning
Champions

Learning
Spaces

Resilient
Workforce

Onboarding

Performance
Management

Purposeful
Curriculum

Next Steps



Phase Two

- Implementation of Functional & Technical skills development plan
- Career Path build - out



Phase Three

- Revamp of Job Descriptions



Training & Development as a Strategy

- 74% of workers are willing to learn new skills or re-train in order to remain employable
- 41% of employees consider their organization's career advancement opportunities a very important factor to their job satisfaction
- 76% of employees say that a company would be more appealing if it offered additional skills training to its staff
- Retention rates rise 30-50% for companies with strong learning cultures

Getting Started



Understand your ‘why’

- What are your drivers?
- Why is this important?
- How does this align to your strategic plan?
- How does it add value to:
 - the employee?
 - the university?
 - the students?

Identify the ‘what’

- Where will you begin?
- Do you have the resources?
- What will success look like?

Com m it

- Be present
- Be a champion for learning and growth
- Celebrate wins
- Be open to pivots

Build your Plan

Step 1: Understand your 'why'

- What are your drivers? _____
- Why is this important? _____
- How does this align to your strategic plan? _____
- How does it add value to:
 - the employee? _____
 - the university? _____
 - the students? _____

Step 2: Identify the 'what'

- Where will you begin? _____
- Do you have all the resources? _____
- What will success look like? _____

Step 3: Commit

- Be present
- Be a champion for learning and growth
- Celebrate wins
- Be open to pivots

What does this look like for you?

Use the
outline
provided to
capture initial
plan

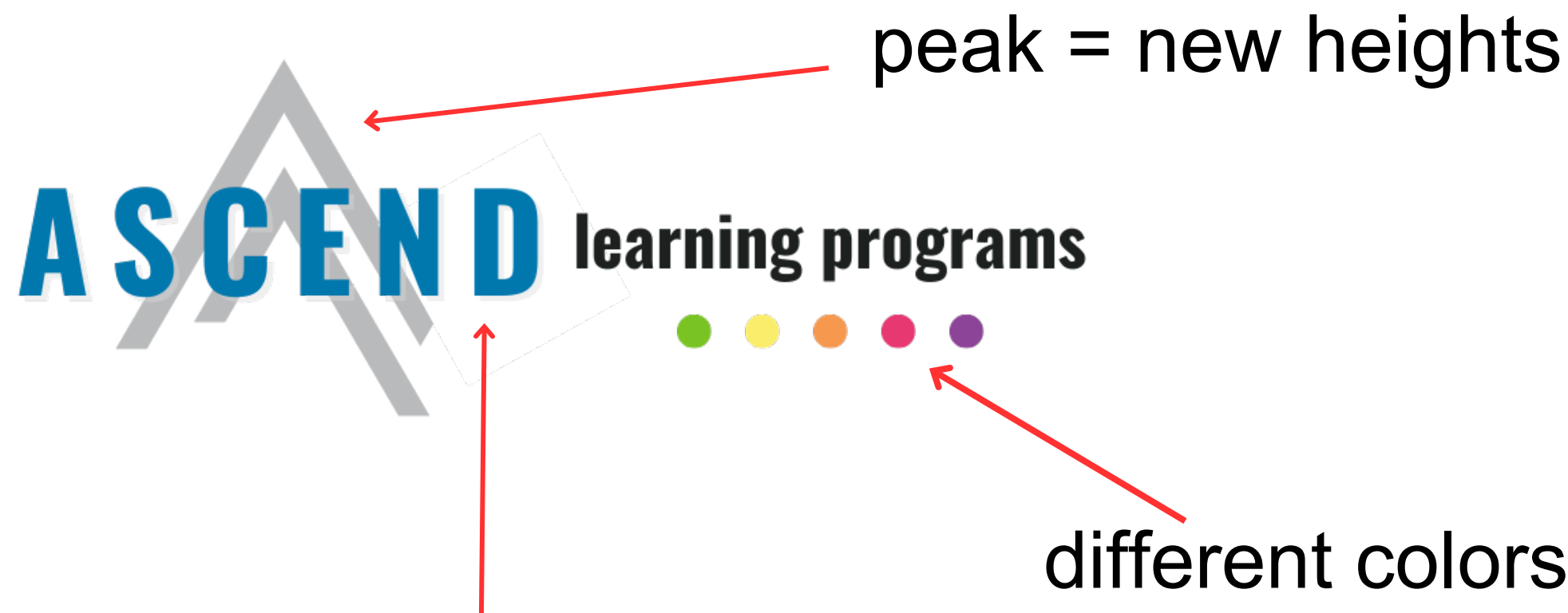
Branding & Marketing Tips

General

- Develop a Training & Development 'Brand'
 - Formatting, fonts, message, tone
- Follow institutional branding guidelines
- Tell your story

Tagline:

'Come grow with us!'



ASCEND: up, rise, climb different learning tracks; makes it easier to navigate Course Catalog

UHCL Hawks: flying higher

— “ —————

leadership requires two things:
a **vision** of the world that does not
exist and the ability to
communicate it.

————— ” —
- Simon Sinek

let's connect



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LinkedIn: [Esther Herrera, MBA](#)

THANK YOU



CHECK OUT CODE

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