

Division of Students  
York University

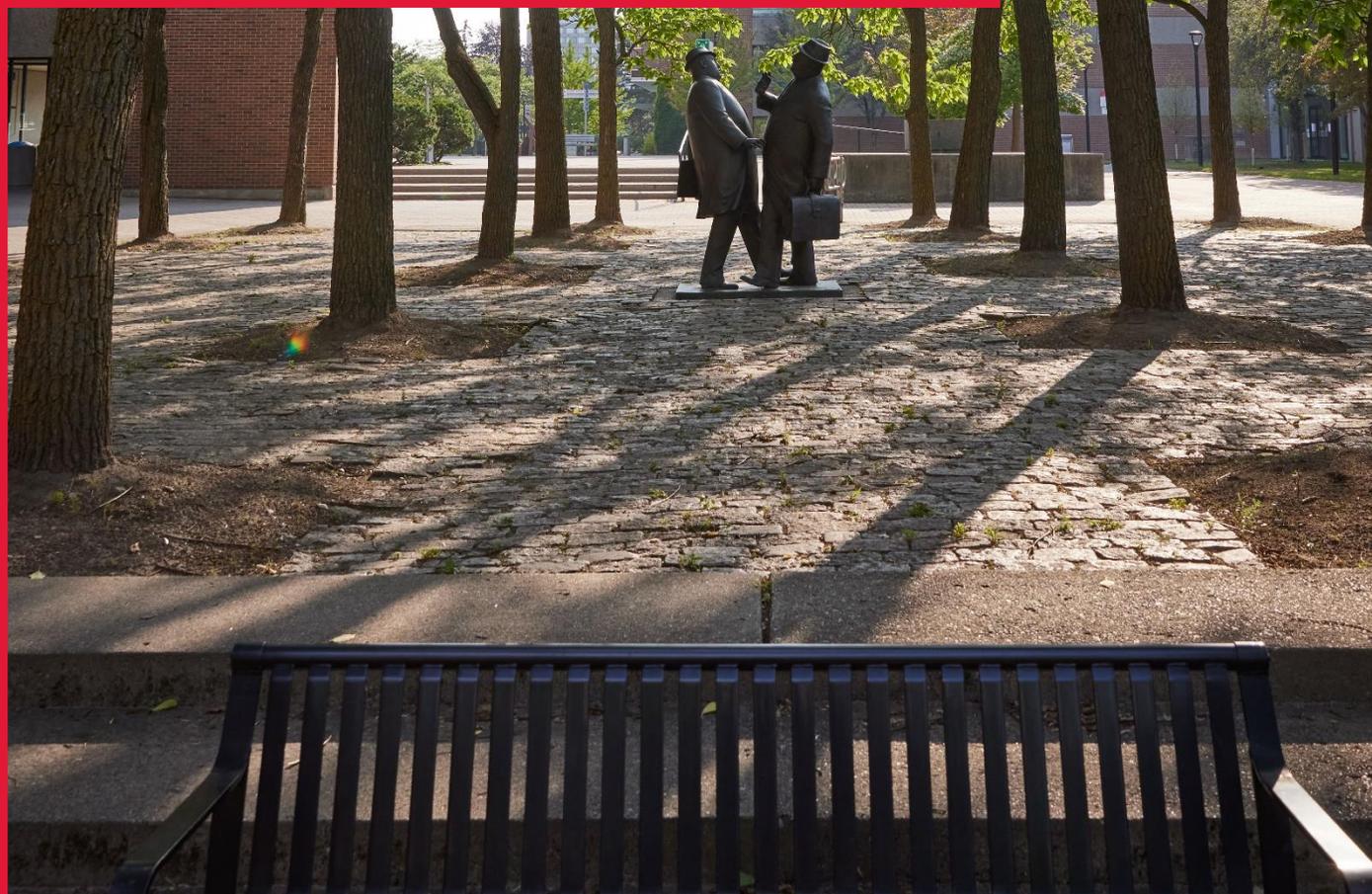
# Becoming YU

## Resource Playbook

Building Competencies

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# Leadership & 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 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.

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. The following are some courses you can check out:

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.

#### 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 on their website:

[One-to-One Writing Support | writincentre.writ.laps.yorku.ca](http://writincentre.writ.laps.yorku.ca)

##### 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.

[Writers Community of York Region | wcyork.ca](http://wcyork.ca)

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

[Research and Citation Resources | owl.purdue.edu/owl/](http://owl.purdue.edu/owl/)

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.

[Grammarly | grammarly.com](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**

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

[Organization Communication | linkedin.com](https://www.linkedin.com/company/organization-communication)

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.

[Communication Tips | linked.com](https://www.linkedin.com/company/communication-tips)

#### **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.

### **RESOURCES:**

#### **INSOURCE**

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

[\(Learning Skills Services Workshops \[lss.info.yorku.ca/workshops/\]\(http://LearningSkillsServicesWorkshops.lss.info.yorku.ca/workshops/\)\)](http://LearningSkillsServicesWorkshops.lss.info.yorku.ca/workshops/)

#### **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.

[\(Presentation skills: Effective Presentation Delivery \[classcentral.com\]\(http://PresentationSkillsEffectivePresentationDelivery.classcentral.com\)\)](http://PresentationSkillsEffectivePresentationDelivery.classcentral.com)

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.

[\(WPS Office | \[pc.wps.com\]\(http://WPSOffice.pc.wps.com\)\)](http://WPSOffice.pc.wps.com)

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.

[\(Presentation Zen\)](http://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.

## RESOURCES:

### INSOURCE

This course will cover methods and strategies for participating in meaningful conversation as well as skills to use while speaking in various situations. It teaches you how to prepare for and manage any group scenario. These principles are divided into 3 parts: pre-meeting, meeting, and post-meeting.

[\(Improving Your Leadership Communications | linkedin.com\)](#)

### 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.

[\(Session Lab | sessionlab.com\)](#)

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.

[\(Guide for Helping Groups Get Results | nj.gov\)](#)

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

[\(Seeds for Change | seedsforchange.org\)](#)

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.

[\(Improving Your Listening Skills | linkedin.com\)](#)

### OUTSOURCE

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

[\(Active Listening | mindtools.com\)](#)

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.

## RESOURCES:

### INSOURCE

The following LinkedIn Learning resource invites you to think more critically and ask the right questions. 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 sharing 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.

[\(Using Questions to Foster Critical Thinking and Curiosity Online Class | LinkedIn Learning, formerly Lynda.com\)](#)

## **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):

[\(Questioning Techniques | mindtools.com\)](#)

## **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.

[\(Telling a Customer What You Can Do | linkedin.com\)](#)

#### **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.

## **RESOURCES:**

### **INSOURCE**

Learn negotiation skills to help you get what you want while also building better relationships with coworkers, bosses, business partners, and suppliers. 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.

[\(Strategic Negotiation Online Class | LinkedIn Learning, formerly Lynda.com\)](#)

### **OUTSOURCE**

Voss, C., & Raz, T. (2016). Never split the difference. Negotiate 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 to avoid offending another.

## **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.

[\(Communicating with Diplomacy | linkedin.com\)](#)

### **OUTSOURCE**

This is an excellent resource for learning how to be more diplomatic. We can maintain connections, develop trust, and display compassion when we communicate tactfully. This article will define tact and discuss ways to improve this key skill.

[\(How to be Tactful | mindtools.com\)](#)

## **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 will teach you how to properly communicate ideas and information in a more appealing to others. Also, how to gain trust, communicate effectively, and be appreciated within your workplace and acquire the necessary interpersonal communication skills.

[\(Develop Your Communication Skills & Interpersonal Influence | linkedin.com\)](#)

#### **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 'Zeroing In On Your Own Communication Style' article:

[Zeroing In On Your Own Communication Style \(communicationstyles.org\)](#)

## **GIVING FEEDBACK**

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

### **RESOURCES:**

#### **INSOURCE**

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

[\(Communication Tips | linkedin.com\)](#)

## **OUTSOURCE**

This resource will provide you with tips on giving and receiving feedback effectively. Feedback can reinforce existing strengths, keep goal-directed behaviour on course and clarify the effects of behaviour.

[\(Receiving and Giving Effective Feedback | Centre for Teaching Excellence | University of Waterloo \(uwaterloo.ca\)\)](#)

## **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.

### **RESOURCES:**

#### **INSOURCE**

This online resource allows you to utilize social media platforms such as Twitter, Facebook, and Instagram in order to serve customers and communicate well in virtual spaces. This resource exemplifies how to respond quickly, move from public to private channels, and write in an authentic but professional tone:

[\(Serving Customers Using Social Media | LinkedIn Learning\)](#)

#### **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. Below is an article about the 9 skills every social media user should have:

[\(9 Skills Every Social Media Manager Must Have | sproutsocial.com\)](#)

# 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.

#### **RESOURCES:**

##### **INSOURCE**

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

[How to Build Rapport Quickly Online Class | LinkedIn Learning, formerly Lynda.com](#)

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.

[Collaborative Leadership Online Class | LinkedIn Learning](#)

## **OUTSOURCE**

Have you ever known people who have a knack for connecting with others? It doesn't matter what industry you're in or what position you hold; knowing how to build rapport can bring you countless opportunities. This resource helps you to understand what rapport is and how you can become skilled at developing this skill.

[Building Rapport - Career Development Techniques From MindTools.com](#)

## **LIAISING**

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

### **RESOURCES:**

#### **INSOURCE**

To be a liaison, you must learn to control your cognitive biases. This course will assist you with this, by introducing you to the 6 decision-making biases that will help you make better decisions and therefore act as a better liaison.

[Learning the Six Biases of Decision-Making | LinkedIn Learning](#)

#### **OUTSOURCE**

This resource describes both what liaising consists of as well as what the main purpose of a liaison is. It also explains how to liaise effectively.

[How to be a Good Liaison at Work | Careertrend.com](#)

## **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.

## **RESOURCES:**

### **INSOURCE**

This course is designed to help you to be the most effective team member. It identifies and aids in adopting traits and behaviours to become a more valuable collaborator. Learn tips to increase self-awareness, demonstrate reliability as a teammate and approach teamwork more collaboratively.

[\(The Power of Teams | linkedin.com\)](#)

### **OUTSOURCE**

This website is a toolbox that will help you understand the type of commitments that you need to make as a part of a team. Learn how your team can build dedication and willingness to get involved.

[\(Building and Sustaining Commitment | Community Tool Box\) \(ku.edu\)](#)

## **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.

## **RESOURCES:**

### **OUTSOURCE**

This document highlights the resources used by Kansas State University, about advising and counseling for student success.

[\(Academic Advising | nacada.ksu.edu\)](#)

This resource offers tips and information about how to effectively give and receive advice and how this can help develop your leadership and communication skills.

[\(The Art of Giving and Receiving Advice\) \(hbr.org\)](https://hbr.org/2012/01/the-art-of-giving-and-receiving-advice/)

## **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.

[Conflict Resolution Foundations Online Class | LinkedIn Learning](https://www.linkedin.com/learning/conflict-resolution-foundations-online-class)

#### **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:

[\(What's Your Conflict Management Style? | waldenu.edu\)](https://www.waldenu.edu/assessment/what-is-your-conflict-management-style/)

Clarke University offers a list of tips for managing conflict, such as “Be a calming agent” and “Listen actively.” The common-sense points are helpful.

[\(Tips for Managing Conflict | Clarke University\)](https://www.clarke.edu/center-for-leadership-development/tips-for-managing-conflict/)

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.

[\(Conflict Resolution Strategies | pon.harvard.edu\)](https://pon.harvard.edu)

## **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 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.

[\(Professional Networking | linkedin.com\)](https://www.linkedin.com)

#### **OUTSOURCE**

This networking tool teaches you how to turn contacts into authentic professional relationships.

[\(Get Face-to-Face with your Network | mangoconnects.com\)](https://mangoconnects.com)

## **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.

## RESOURCES:

### INSOURCE

This LinkedIn course provides insight on communication tips that are useful to lead or manage others. It helps to hone communication skills in order to deal with difficult people, influence others, and undergo the process of building consensus in a team dynamic.

[\(Building Consensus | linkedin.com\)](#)

### OUTSOURCE

This online resource explains the benefits and challenges of consensus building and how to apply that within your organization. Starting from defining consensus, to the factors affecting it and the models to display it, it allows for an in-depth understanding of the concept of consensus.

[What is Consensus Building? - PON - Program on Negotiation at Harvard Law School](#)

## 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.

[\(Building Collaborative Relationships - linkedin.com\)](#)

## **OUTSOURCE**

This article is an excellent resource since it covers background information about collaboration, different examples, and some valuable guidance to help you enhance collaboration abilities to enhance your job performance.

[Collaboration Skills | indeed.com](#)

## **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, to understand another individual's place in a conflict as well as your own.

[Customer Service: Handling Abusive Customers Online Class | LinkedIn Learning](#)

#### **OUTSOURCE**

This resource explains how empathy can be developed, provides strategies to develop empathy skills, and various activities and exercises to facilitate your learning experience.

[Developing Empathy: 8 Strategies & Worksheets to Become More Empathic \(positivepsychology.com\)](#)

## **ADVOCATING**

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

## RESOURCES:

### INSOURCE

Sharing tips that help you create an inviting workplace for all.

[\(Advocating for the Unpopular | linkedin.com\)](#)

## TEACHING & TRAINING

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

## RESOURCES:

### 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.

[\(Teaching Techniques | linkedin.com\)](#)

### OUTSOURCE

Reflective thinking is a type of thinking that focuses on examining and making conclusions from previous actions. This essay will describe what reflective thinking in teaching is, why you should apply it, and what actions you can take to practise reflective thinking in teaching.

[Reflective Thinking in Teaching | indeed.com](#)

## 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.

[\(Being a Good Mentor | linkedin.com\)](#)

### OUTSOURCE

This article will help you learn the important abilities required to succeed as a multifunctional peer group leader.

[Leading Peers | mindtools.com](#)

## 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.

## RESOURCES:

### INSOURCE

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

[Communicate to motivate and inspire - Project Management Institute \(PMI\)<sup>®</sup> Video Tutorial | LinkedIn Learning](#)

### OUTSOURCE

This resource provides a guide on how to get and stay motivated. Discover the importance of motivation and how it can help you.

[Motivation: The Scientific Guide on How to Get and Stay Motivated](#)

This resource provides tips on how to inspire motivation in the workplace. Motivation is a powerful energy that drives and excites employees, which results in their maximum contribution.

[9 Ways to Inspire Employee Motivation in the Workplace](#)

## **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 you 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.

[\(Delegating Tasks | linkedin.com\)](#)

#### **OUTSOURCE**

People with good delegation skills may develop strong, successful teams that are able to fulfil the demands of a heavy workloads. This is why delegation is such a crucial skill to acquire, and this article will assist you in doing so.

[Successful Delegation | mindtools.com](#)

## **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.

[\(Inclusive Leadership | linkedin.com\)](#)

### **OUTSOURCE**

There are several strategies, methods, and guidelines that a workplace could establish to guarantee that both employees and managers use inclusivity on a daily basis. This article discusses what an inclusive workplace is, why it is essential, and how to create one.

[\(Inclusiveness in the Workplace | indeed.com\)](#)

## **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 how to maintain those relationships over time.

[\(How to Maintain a Relationship Over Time | linkedin.com\)](#)

**OUTSOURCE**

This article is an excellent resource for understanding what working relationships are, why they are essential, and how to create and sustain meaningful relationships.

[\(How to Build Good Working Relationships | indeed.com\)](#)

# 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**

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

[Ethical leadership responsibilities - NASBA Continuing Professional Education \(CPE\) Video Tutorial | LinkedIn Learning, formerly Lynda.com](#)

##### **OUTSOURCE**

The technique of maintaining suitable ethical behavior is known as professional integrity. It is the act of upholding moral standards and values such as honesty, honor, dependability, and trustworthiness. This resource will guide you in maintaining your professional integrity in the workplace.

[How to Maintain Professional Integrity in the Workplace | Indeed.com](#)

### **DEMONSTRATING ORGANIZATION SKILLS**

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

## RESOURCES:

### INSOURCE

Learn how to efficiently boost your productivity by managing time more efficiently, creating effective to-do lists, and sharpening your focus on what matters most.

[Improve Your Organizational Skills Learning Path | LinkedIn Learning.](#)

### OUTSOURCE

Good organizational skills help to create structure and order in your life. Without organization, your life can dissolve into chaos and confusion. Learn how to identify and describe organizational skills, how to control your workload, the importance and schedules and the relevance of organization skills.

[\(Why Work Schedules Are Important | careertrend.com\)](#)

Learn about organizational skills. This article discusses what organizational skills are, provides examples of these qualities, and describes how to showcase and improve them at work.

[What Are Organizational Skills? \(With Improvement Tips\) | Indeed.com Canada](#)

## DEMONSTRATING THE ABILITY TO FOLLOW INSTRUCTIONS, POLICIES & PROCEDURES

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

## RESOURCES:

### OUTSOURCE

To get a task done properly, there are a few things we can do. This article lists tips on taking directions and fulfilling tasks.

[\(5 Steps to Giving & Following Instructions in the Workplace | thinkx.net\)](#)

This article lists the significance of policy management and the importance of following procedures within a team. It describes the importance of having consistent processes and structures in places and lists ways to implement these

policies and procedures.

[\(Following Policies & Procedures | powerdms.com\)](#)

## **DEMONSTRATING DILIGENCE & A STRONG WORK ETHIC**

Showing diligence and discipline in carrying out or putting into effect a plan, 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.

[Business Ethics Online Class | LinkedIn Learning](#)

#### **OUTSOURCE**

A good work ethic may allow you to perform tasks effectively, establish stronger connections with coworkers, and construct a positive image for future positions. This article will discuss work ethic, why it is essential, and how you may improve and demonstrate it at work.

[\(Tips to Demonstrate Work Ethic | indeed.com\)](#)

## **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.

[Practice: Grow self-confidence - Mindfulness Practices Video Tutorial | LinkedIn Learning](#)

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

[Communicating with confidence - Communication Tips | LinkedIn Learning](#)

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

[\(Projecting Confidence | linkedin.com\)](#)

#### **OUTSOURCE**

Confidence is not a set of principles that can be learnt; rather, it is a mindset. Positive thinking, practise, training, education, and talking to others are all effective techniques to build your confidence. This resource offers useful tips on how to boost your confidence.

[\(Building Confidence | skillsthatmatter.com\)](#)

## **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.

[\(Teamwork Foundations | linkedin.com\)](#)

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.

[Maintain a positive attitude - NASBA Continuing Professional Education \(CPE\) Video Tutorial | LinkedIn Learning](#)

## **OUTSOURCE**

A positive attitude may help you in both your personal and professional life. It can even have a great impact on others around you. In this article, they explore why positivity is vital in the workplace and different ways to build and maintain a more optimistic attitude at work in this article.

[\(Positive Attitude at Work | indeed.com\)](#)

## **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.

### **RESOURCES:**

#### **INSOURCE**

This is a LinkedIn course to demonstrate the skill of keeping sensitive or personal information secured.

[Human Resources: Protecting Confidentiality Online Class | LinkedIn Learning, formerly Lynda.com](#)

#### **OUTSOURCE**

This resource provides information about maintaining confidence in the workplace. Not disclosing certain information in a wide range of jobs is important.

[Confidentiality in the Workplace | SkillsYouNeed](#)

## **TAKING OWNERSHIP & ACCOUNTABILITY**

Being actively engaged in working towards achieving specific goals and influencing outcomes and accepting responsibility for 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.

[\(Adapting to Changes | linkedin.com\)](#)

#### **OUTSOURCE**

Learn how to foster a culture of ownership, self-reliance, and increased performance.

[How To Build A Culture Of Ownership & Accountability - Grindstone Capital](#)

This resource defines what it means to take ownership at work, discusses its importance, and review several ways to take ownership of your job.

[14 Ways to Take Ownership at Work | Indeed.com](#)

## **BEING FLEXIBLE & ADAPTABLE TO CHANGE**

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

### **RESOURCES:**

#### **INSOURCE**

This LinkedIn article offers new insight on how to personalize flexibility for yourself and make it unique to your style. It encourages you to rethink the way you work and create a unique, flexible model.

[\(Flexibility is the Future | linkedin.com\)](#)

## **OUTSOURCE**

This online resource provides a model for adapting to change.

[Adapting to Change - \(christinespeaks.com\)](#)

## **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 using this LinkedIn course.

[\(Being Proactive | linkedin.com\)](#)

## **OUTSOURCE**

This article discusses tips on how to be proactive at work. Being proactive is a desirable trait. Being proactive builds your personal brand and reputation at work. People can count on you for your reliability.

[\(25 Tips on How to be Proactive at Work - ThriveYard\)](#)

## **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.

[\(Working with Difficult People | linkedin.com\)](#)

## **OUTSOURCE**

The reaction a leader shows will directly impact the way everyone else handles the situation. This resource provides information about how leaders can maintain their composure.

[\(9 Ways Leaders Maintain Their Composure in Difficult Times\)](#)

## **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.

[Stay committed to your learning plan - Project Management Institute \(PMI\)® | LinkedIn Learning](#)

## **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.

[\(Learning Skill Services Workshops | lss.info.yorku.ca\)](#)

Time management is essential for success at university and beyond. Check out some time management resources, workshops, and tips provided at York

University

[Managing Time in University - Student Community & Leadership Development \(yorku.ca\)](https://www.yorku.ca/leadership-development/2018/05/01/managing-time-in-university)

#### **OUTSOURCE**

This resource provides tips on how to manage your time, how to boost efficiency, and limit stress.

[Time Management Skills: How To Do More in Less Time \(unito.io\)](https://unito.io/time-management-skills-how-to-do-more-in-less-time)

## **DEMONSTRATING PERSEVERANCE & RESILIENCE**

Demonstrating determination, a firm commitment and an ability to bounce back from challenges, adversity and setbacks 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.

[\(Building Resilience | linkedin.com\)](https://www.linkedin.com/company/building-resilience/)

##### **OUTSOURCE**

Resilience is a trait that may assist you at any point of your career. In this article, they define resilience skills, some examples of resilience qualities, discuss how to enhance your resilience skills, and illustrate ways to highlight these qualities while applying for and interviewing for positions.

[\(Resilience Skills | indeed.com\)](https://www.indeed.com/resilience-skills)

## **DEMONSTRATING ATTENTION TO DETAIL**

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

## **RESOURCES:**

### **INSOURCE**

Learn how to focus on the task at hand by developing better focus habits and by recognizing triggers that distract you.

[\(Build Your Attention-to-Detail Skills | linkedin.com\)](#)

### **OUTSOURCE**

The Performance Education website provides tips on how to develop your attention to detail, as well as how to demonstrate this skill to future/current employers.

[\(How Can You Develop Your Attention to Detail? - Performance Education\)](#)

## **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.

## **RESOURCES:**

### **INSOURCE**

From the perspective of a senior member at LinkedIn, this article lists three specific ways to receive feedback and how to handle it. It also includes additional resources to uplift yourself for both personal and professional growth.

[\(3 Ways to Improve the Way You Receive Feedback | linkedin.com\)](#)

### **OUTSOURCE**

From the Centre of Teaching Excellence at the University of Waterloo, this guide explains how to give and receive effective feedback.

[\(Centre of Teaching Excellence | Receiving and Giving Effective Feedback | uwaterloo.ca\)](#)

## **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.

[Achieving work/life balance - Developing Your Leadership Philosophy Video Tutorial | LinkedIn Learning](#)

Get tips and learn to set boundaries and simplify your life.

[TipSheet\\_MS Work-life-Balance\\_EF\\_0816-1.pdf \(yorku.ca\)](#)

This course explores smart strategies to 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?

[\(Balancing Work and Life | linkedin.com\)](#)

#### **OUTSOURCE**

Heavy workload can cause stress and reduce your passion at work. Reaching a balance between successful work and having enough time and energy to enjoy life outside of work is critical to your long-term success. This article will explore what work-life balance is, how to attain it, and how it may enhance your career.

[\(Work-Life Balance | Indeed.com\)](#)

## **TAKING INITIATIVE**

Taking action without being prompted or asked.

### **RESOURCES:**

#### **INSOURCE**

This LinkedIn page outlines how to create a plan, utilize time management tools, and take initiative.

[\(Taking Initiative | linkedin.com\)](#)

**OUTSOURCE**

This article from MindTools teaches the skills needed for a happy and successful future. Regarding taking initiative specifically, it lists key points including developing a career plan and building self-confidence.

[\(Taking Initiative | mindtools.com\)](#)

# 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.

[\(Diversity, Inclusion and Belonging | linkedin.com\)](#)

This course explores how to manage a diverse team as a manager while creating an inclusive culture that celebrates differences.

[\(Making the Case for Diversity | linkedin.com\)](#)

##### **OUTSOURCE**

For diversity practices to be successful, you also need to facilitate an inclusive work culture. Review the strategies for promoting diversity, equity, and inclusion in the workplace on DDI World.

[Embracing Diversity in the Workplace | DDI \(ddiworld.com\)](#)

## CHALLENGING UNFAIRNESS OR INJUSTICE

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

### RESOURCES:

#### INSOURCE

This LinkedIn article explains how to stand up against racial discrimination. The next steps are to use them to do your part to “stand up against” racism in personal and professional lives.

[\(Fighting Against Racial Discrimination | linkedin.com\)](#)

This LinkedIn article shows ways to deal with unfairness at work in a professional manner.

[\(6 Steps to Deal with Unfairness at Work | linkedin.com\)](#)

## 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 engage and adapt across cultural differences more effectively.

[Cultivating Cultural Competence and Inclusion Online Class | LinkedIn Learning](#)

## **OUTSOURCE**

This resource helps with assessing and enhancing cultural competence.

[\(Ten Things You Should Do To Promote Cultural Competence | childwelfare.gov\)](#)

## **DEMONSTRATING A COMMITMENT TO CIVIC ENGAGEMENT**

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

### **RESOURCES:**

#### **OUTSOURCE**

This website provides an overview of making a difference in the civic life of one's community and gives the "Four Constructs of Civic Engagement".

[\(Civic Engagement | youth.gov\)](#)

This resource creates a vision to develop the skill of advocacy and civic engagement.

[\(Change-the-World-Toolkit\\_EN.pdf | ywcacanada.ca\)](#)

## **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.

### **RESOURCES:**

#### **INSOURCE**

This is a LinkedIn article which overviews what it means to be socially aware and takes you through eight steps to improve your social awareness, and how to be socially aware in your daily life.

[\(8 Steps to Improve Your Social Awareness | linkedin.com\)](#)

## **OUTSOURCE**

This article from Yale National Initiative focuses on the ways to raise social consciousness. Starting from its rationale to its pedagogical activities, it describes how to foster freedom of expression while also educating on diversity, awareness, and tolerance.

[\(Raising Social Consciousness | teaches.yale.edu\)](#)

## **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.

### **RESOURCES:**

#### **OUTSOURCE**

This article discusses the ways on how to stay up to date with current news with its tips on reputable new agency sources and suggestions on the right books to read. It helps you understand how to stay informed and to create a routine of it.

[\(How to Stay Up-to-Date | medium.com\)](#)

## **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.

[Being Your Own Fierce Self-Advocate Online Class | LinkedIn Learning](#)

## **OUTSOURCE**

The art of self-advocacy is crucial to your success in all areas of life, but especially in the workforce. This resource provides tips on how to make sure your voice is heard so you can amplify your accomplishments and get the help you need to improve on your weaknesses.

[Self-Advocacy At Work | Monster.com](#)

## **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 how to create and maintain work communities that are inclusive of the diverse people on your team.

[\(Creating a Sense of Belonging | linkedin.com\)](#)

#### **OUTSOURCE**

Learn about the four factors that work together to form a sense of community, with keywords and phrases with each factor.

[\(Cultivating a Sense of Community at Work | stretchforgrowth.com\)](#)

## **SUSTAINABLE PROJECT DEVELOPMENT AND SUSTAINABLE LEADERSHIP**

Planning and executing projects that balance economic, environmental, and social considerations to achieve long-term benefits and focuses on the practical implementation, management, and strategic direction of sustainability efforts within projects and organizations.

## RESOURCES:

### INSOURCE

This LinkedIn article explores how project management can play a crucial role in driving progress towards the Sustainable Development Goals (SDGs).

[Develop Your Communication Skills & Interpersonal Influence | linkedin.com](#)

This LinkedIn article highlights the imperative of sustainability in projects and emphasizing the need to ensure long-term impact and positive outcome.

[The Imperative of Sustainability in Projects: Ensuring Long-Term Impact | linkedin.com](#)

This LinkedIn article explores 7 essential steps and key actions of becoming a sustainability leader and for thriving in today's polycrisis landscape.

[Become a Sustainability Leader With These Key Actions | linkedin.com](#)

This LinkedIn article explores six key principles critical for advocating sustainable development. By understanding these principles, aspiring sustainability leaders can better navigate the challenges of driving positive change, build healthy communities, and reduce environmental impacts.

[Six Principles of Sustainability Leadership | linkedin.com](#)

### OUTSOURCE

Learn about key principles that should be adhered to during the sustainable project development process.

[Embracing Environmental and Social Governance: The Key to Sustainable Project Development | inkel.in](#)

This 2-hour, self-directed, and free course allows you to take a look at the challenges state of the world, reflect, and discover opportunities to create a new future where you have a key role to play.

[Awakening the Dreamer | Pachamama.org](#)

# 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.

### **RESOURCES:**

#### **OUTSOURCE**

This article explains how to interpret business policies for customers, by acknowledging their attitudes, and diffusing a tense situation. That way, it aids in maximizing the opportunity to conduct a successful transaction.

[How to Interpret Business Policies for Customers | bizfluent.com](https://bizfluent.com)

## **STAYING CURRENT**

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

## **RESOURCES:**

### **INSOURCE**

It is critical to stay current with trends since clients employ you because you are an expert in your field. To stay ahead of your clients, you must maintain your information up to date. This course provides you with several valuable approaches and examples for staying ahead of trends.

[\(Staying on Top of Current Trends | linkedin.com\)](#)

### **OUTSOURCE**

This guide lists the top 10 resources to help keep up to date with industry trends. This is important to help you figure out where to focus your attention and resources.

[\(10 Great Resources for Keeping Up to Date with Industry News and Trends | AllBusiness.com\)](#)

This page outlines eight important tips that are recommended by the Forbes Council to keep track of changes in technological trends and how to adapt to them.

[\(How To Stay On Top Of The Latest Technology Trends | forbes.com\)](#)

## **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:**

### **OUTSOURCE**

This article provides an outline of information and communication technology and the skills that can be obtained from it. Included is a description of each skill and how it can be developed over time, personally or professionally.

[Information and Communications Technology \(ICT\) Skills](#)

This guide is designed to help instructors design, develop, and teach e-courses and programs. Included are recommendations and suggestions from colleagues

across the province who have experience online.

[Supporting Teaching and Learning into the Future | eCampusOntario](#)

This page explains the proficiency of demonstrating information and communications technology through a statement and evidence justification. It helps to break down the competency and the resources that can be used to develop this skill.

[\(Demonstrate Proficiency in Identifying, Using, and Evaluating Current and Emerging Information and Communication Technologies. – Whitney Watkins \(wordpress.com\)\)](#)

## **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.

### **RESOURCES:**

#### **INSOURCE**

This “technology library” of courses covers a wide variety of in-demand skills.

[\(Technology: Online Courses, Training and Tutorials | linkedin.com\)](#)

#### **OUTSOURCE**

This website provides training and resource programs on specific techniques and technology uses.

[\(Using Technology to Enhance Teaching & Learning | smu.edu\)](#)

## **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.

## RESOURCES:

### INSOURCE

This guide explores numerical data, monitoring/evaluating budgets, forecasting numerical trends.

[Business Math Online Class | LinkedIn Learning, formerly Lynda.com](#)

### OUTSOURCE

The University of Tasmania, working with several partnerships, designed a pathway called Mathematics Pathways, tailored to specific university courses to produce qualified professionals in fields related to mathematics. This pathway provides the resources and support through training and modules to build numerical skills.

[\(Overview of the Project - Mathematics Pathways | utas.edu.au\)](#)

Breaking down numerical literacy in an easy-to-understand way, covering all bases from basic arithmetic to interests/loans.

[Numeracy Skills | SkillsYouNeed](#)

This guide, developed by the Community Literacy of Ontario, provides a list of resources to meet suitable needs of demonstrating and developing numerical skills.

[Numeracy in Action.pdf \(communityliteracyofontario.ca\)](#)

## READING, UNDERSTANDING & EVALUATING INFORMATION

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

## RESOURCES:

### INSOURCE

York University Learning Skills Services offers workshops on various skills such as Reading Strategies and Reading & Notetaking.

[\(Learning Skill Services Workshops | lss.info.yorku.ca\)](#)

## **OUTSOURCE**

This resource provides tips on how to evaluate information you find in books, journals, and on the Internet.

[Evaluating Information - Information Literacy Guide - LibGuides at University of Fort Hare](#)

## **PROCESSING INFORMATION**

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

### **RESOURCES:**

#### **INSOURCE**

In this video, learn how humans process information.

[\(How we Process Information | linkedin.com\)](#)

#### **OUTSOURCE**

Learn to monitor your own thinking processes. By noticing how it feels to pay attention to what goes on in your head when you think about something, you can learn to process information more efficiently.

[What students can do to improve information processing.pdf \(washington.edu\)](#)

## **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.

### **RESOURCES:**

#### **INSOURCE**

Typos, spelling problems, grammatical errors, and even writing problems will occur while generating documents in Word. This course will show you how to proofread and edit your work using a feature in Microsoft 365.

[\(Word – Essential Training | linkedin.com\)](#)

## **OUTSOURCE**

In this guide, new users will learn the basic functions of Microsoft office and how to use them. The lessons provided offer a mix of text, video, interactives, and challenges to practice what you learn.

[Free Microsoft Office Tutorials at GCFGlobal](#)

## **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.

### **RESOURCES:**

#### **OUTSOURCE**

This toolkit helps in developing a picture of the pathway from activities to intended outcomes.

[Developing a Framework or Model of Change | Community Tool Box \(ku.edu\)](#)

## **KNOWLEDGE OF THE SUSTAINABLE DEVELOPMENT GOALS (SDGs)**

Understanding of the 17 global goals established by the United Nations (UN) to address a wide range of global challenges, including poverty, inequality, climate change, environmental degradation, peace and justice.

### **RESOURCES:**

#### **INSOURCE**

Learn about the York University's institutional challenge to strengthen the University's contributions to the SDGs. The University Academic Plan (UAP) serves as a blueprint for York University as an agent of positive change.

[University Academic Plan 2020-2025 \(UAP\) | yorkuniversity.com](#)

This course defines and explains the SDGs and how they relate to the three dimensions of sustainability.

[Sustainability Foundations: Core Concepts – The Sustainable Development Goals \(SDGs\) | linkedin.com](#)

#### **OUTSOURCE**

This website outlines the 17 SDGs and the different initiatives associated with each goal.

[THE 17 GOALS | Sustainable Development \(un.org\)](#)

This toolkit provides resources for students to learn about the Sustainable Development Goals and how they can take action to make them into a reality.

[Student Resources - United Nations Sustainable Development](#)

# 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

This is a useful course that teaches you how to deal with a crisis and recognise challenging circumstances, as well as how to respond to them and great stress management techniques.

[\(Advice for Leaders During a Crisis | linkedin.com\)](#)

#### OUTSOURCE

There are various approaches to supporting individuals in crisis. The guidance in this resource describes interventions that require specific skills, development training and supervision.

[Intervention techniques \(endvawnow.org\)](#)

This resource provides a way to think through situations and how to help others think through their situation. It represents crisis intervention strategies as having six basic steps.

[Crisis Intervention Strategies - CMA \(cmaconsult.com\)](#)

## **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. It takes you through several methods of identifying what is causing a problem, gives advice on 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.

[\(Problem Solving Techniques: Introduction | linkedin.com\)](#)

#### **OUTSOURCE**

This resource provides some basic principles for teaching problem solving.

[What is Problem Solving? Steps, Process & Techniques | ASQ](#)

## **EXERCISING JUDGEMENT & DECISION-MAKING**

Decisively consider 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.

[\(Decision Making Strategies | linkedin.com\)](#)

## **OUTSOURCE**

This article explains what decision-making strategies are, who may benefit from them, and provides a list of 12 different decision-making techniques to consider. ([Decision-Making Strategies | indeed.com](#))

## **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.

### **RESOURCES:**

#### **OUTSOURCE**

This Indeed guide gives you all the information on how to write an action plan and set S.M.A.R.T. goals.

([Career Development | indeed.com | How to Write an Action Plan](#))

## **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.

([Learning Skill Services Workshops | lss.info.yorku.ca](#))

#### **OUTSOURCE**

At university and at work, you are tasked with engaging and expanding your thinking skills. This resource will help you in developing your critical thinking

skills, helping you to improve in carrying out tasks, handling situations, topics, careers, environments, challenges, and opportunities.

[Critical Thinking and Evaluating Information | EDUC 1300: Effective Learning Strategies \(lumenlearning.com\)](https://lumenlearning.com)

## **RESEARCHING & INVESTIGATING**

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

### **RESOURCES:**

#### **INSOURCE**

The York University library offers a wide variety of resources on how to research effectively.

[Academic Research Guides | library.yorku.ca](https://library.yorku.ca)

You can also access the writing centre to learn how to put your research into words.

[Writing-Centre | writing-centre.writ.laps.yorku.ca](https://writing-centre.writ.laps.yorku.ca)

## **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:**

#### **OUTSOURCE**

A toolbox of free resources for individuals to develop creative thinking and innovation; including blogs, book recommendations, assessments, webinars, books, quotes, and much more.

[Free resources to develop creative thinking and innovation \(creativitywakeup.com\)](https://creativitywakeup.com)

Innovation and creativity are fundamental to all academic disciplines and educational activities. This resource offers a number of approaches that help to nurture creativity and innovation.

[\(Developing the Cambridge learner attributes – Innovation & Creativity | cambridgeinternational.org\)](https://www.cambridgeinternational.org/developing-the-cambridge-learner-attributes-innovation-creativity)

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