

SFPUC Employee Daily Digest #16
Leadership Competencies – Part 1: Building Relationships

Today, we are kicking off a recurring digest series to provide you with helpful information and resources on our SFPUC Leadership Competency Model. Each digest of this series will focus on 3-4 competencies, why they are important, and how to develop your skills in each area. We hope these digests provide some options for those of you who are incorporating professional development into your workplans, whether remotely or on site!

HRS Daily Digest Topics

- **What is the SFPUC Leadership Competency Model?**
- **Development Resources for Building Relationships**
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What is the SFPUC Leadership Competency Model?

The Leadership Competency Model defines 16 competencies important for being a successful leader at SFPUC. Although they are leadership skills, these competencies are relevant for all jobs and career levels, from intern to executive. Competencies are used at many leading organizations, such as NASA, Google, other municipalities, and more. Our goal is to make work expectations transparent so that you can grow your career here.

The 16 competencies are grouped into 5 categories, and today we'll focus on the 3 competencies that fall under Building Relationships: Relationship Management, Conflict Management and Resolution, and Political Savvy. You can view the entire Leadership Competency Model in the attached document, and learn more about the competency model initiative by visiting [Enterprise Workforce Planning's site on Currents](#) or by [watching this 5-minute video](#).

Development Resources for Building Relationships

- **Relationship Management:** During this shelter in place order, maintaining our relationships can be challenging, but it is even more important to find ways to connect with each other, such as through video conferencing or a quick check-in with colleagues you don't regularly work with.
[Contributing as a Virtual Team Member](#) (course) Be an effective member of a virtual team and stay connected while working remotely.
[Cultivating Relationships with Your Peers](#) (course) Develop and maintain relationships with your peers at work.
[Why it's time to forget the pecking order at work](#) (video) This TED talk is about creating highly cooperative and motivated teams.

- **Conflict Management and Resolution:** When working on a team, differences of opinion are inevitable and can actually promote innovation. It's important to listen openly and communicate respectfully so that these conversations are productive.

[Confronting Workplace Conflict](#) (course) Recognize your own conflict style and learn how to work toward conflict resolution.

[Resolving Workplace Conflict](#) (course) Learn conflict management strategies and processes for conflict resolution.

Teamwork and Collaboration (attached document) Explore research and best practices on cultivating and managing collaborative teams.

- **Political Savvy:** Political savvy isn't just about navigating the City's intricate networks, it's also about maintaining your professional reputation and employing tact and discretion to build consensus and accomplish goals.

[Personal Power and Credibility](#) (course) See how being credible and trustworthy helps you to wield influence.

[Influence Others with Political Savvy](#) (course) Use political savvy to influence others, even without direct authority.

[Six Aspects of Political Skill](#) (article) Learn six key behaviors you can practice as a manager to develop your political savvy.

Additional Information

For the above courses, please email HRTraining@sfgov.org if you need assistance with your Skillport log-in or to send a PDF of the course completion pages to add completed trainings to your record. Also, email Enterprise Workforce Planning at ewp@sfgov.org for questions about using competencies for development.

You can find even more resources (SFPUC Leadership Competency Model with Development Resources), instructions for getting started (Guide to Using Competencies for Development), and useful tools for assessing yourself and others (Leadership Competency Model Gap Analysis, Individual Development Plan) in the attachments or on this [development guide](#) page on Currents. Please also see the [HRS Daily Digest #6](#) and the attached flyers on eLearning for more information on accessing the various eLearning platforms or using the attached tools for development.

Reminders

Please log out of Citrix before accessing these online resources (to preserve Citrix bandwidth).

Please remember to take the survey that Harlan sent out on 4/9 ASAP to share whether you are able to do your part and serve as a DSW in the upcoming week(s). Some of our City's most vulnerable populations need your help at this time. [Click here to fill out the survey.](#)

Supervisors and Managers: Please ensure that this email is shared with your staff who may not have email access or regular access their email.

Check out sfwater.org/remoteworkspace to stay informed without access to the SFPUC network. You can find resources for remote work, policies and guidelines, as well as links to previous SFPUC Employee Digests.

Direct Your Questions about all-things COVID-19 to: covidinfo@sfwater.org. While we will not be able to respond to each question individually, we will make sure that urgent issues are addressed in a timely manner. We will also use your questions to help us provide regular updates to all employees.

In our “new normal,” we recognize that telecommuting comes with its own challenges and sometimes requires a different set of skills. In addition to developing your leadership skills, please see the attached flyers for e-learning resources on working remotely.

Stay healthy, calm, and kind,
Justine

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