Question: Generate new ideas for developing sustainable professional development for IT staff with limited resources.

- Create a mentorship program
- Ask staff to research on professional development and report back to team
- Put in place a peer editing & peer review process for written documents and presentations
- Utilize online resources (e.g. Skillport, Lynda.com)
- Cross training
- Show & tell
- Joint training sessions with other higher education IT organizations
- Listservs (local user groups, Educause constituent groups)
- Encourage teams to read higher education & technology magazines & newsletters
- Stump the developers day (junior developers or others bring problems to devs on a particular day for problem solving)
- Student mentoring program
- Use other campus resources such as HR/ talent management
- Skill sharing within organization
- Shadow or intern with other staff
- Kinesthetic team building exercise (e.g. build a Lego figure in a bag)

Question: Most valuable soft skills – how can they be cultivated? How do you cultivate them with your staff?

- Town Hall Presentation Challenge: Cross functional subject matter experts develop a presentation that links IT strategic plan, University strategic plan & the IT projects related to those. One individual is selected by team to present to the whole IT organization. Present as a story arc.
- Tailored trainings based on role, level, interest and/or learning style
- Consistent message & repeated trainings
- Communication- using a peer review/ editing process
- Teambuilding exercises during staff meetings (include people outside team/ department)
  - Give options so people can choose based on interest
  - “ice cream social” – sharing food together
Question: What are some ways you have built soft skills training into what you do with your staff?

- 1 on 1 mentoring
- Short classed (in person, on line)
- Immediate personal feedback (in person, not via email)
- Lead by example
- Discuss in staff meetings
- Generalize current staff or customer service issue for discussion amongst team
- Have team members lead all staff meetings
- Free HR training
- Staff member lead working groups to deal with roadblocks, report back to the entire unit on solution
- Senior team members create and present training to teams
- Crucial Conversations (book): how to recognize a crucial conversation and how to deal with them
- Coaching & mentoring
- Leadership meeting includes directors and managers to incorporate management development/ direction into weekly activities
- Book club (include chapter presentations)
- Send team to conferences with task to network
- Deal with conflict directly with person to clarify a resolution process