



Minnesota  
STATE COLLEGES  
& UNIVERSITIES

# Leadership Competencies

## Leader of Self

### Understands Self and Others:

- Articulates own values and priorities.
- Understands individual role and demonstrates commitment to supporting the organization.
- Understands own personality and work style.
- Appreciates differences in personalities and work styles in others.
- Adapts communication to appeal to those differences.
- Demonstrates balance between humility and self-assurance.
- Understands the need for work/life balance and promotes balance for others.

### Acts with Integrity:

- Demonstrates honesty.
- Abides by all relevant laws, rules and regulations.
- Encourages others to do the same.
- Gives credit where credit is due.
- Delivers what is promised.
- Admits and learns from mistakes.
- Corrects mistakes to utmost ability.

## Leader as Relationship Builder

### Values Diversity

- Demonstrates inclusivity in work processes and work teams.
- Encourages and promote the diversification of our faculty, staff and student body.
- Actively seeks out and invites alternative viewpoints in planning, discussions, and decision making.

### Communicates Effectively

- Effectively conveys ideas and shares information with others using appropriate methods.
- Listens carefully and understands differing points of view.
- Presents ideas clearly and concisely.

### Builds Trust

- Builds trust with others by demonstrating respect, valuing people, and creating transparency.
- Keeps commitments.
- Extends trust to others.
- Inspires confidence both in word and deed.
- Actively works to restore trust when necessary.
- Keeps confidences when appropriate.



## Leader as Manager

### Customer Service

- Demonstrates a positive attitude.
- Listens attentively and respectfully.
- Responds effectively to internal and external customer needs, requests, and concerns.
- Exercises creative problem solving.

### Builds Organizational Talent

- Makes sound hiring decisions.
- Provides a strong orientation.
- Sets clear expectations.
- Provides ongoing feedback; effectively coaches both good and bad performance.
- Partners with each employee in conducting meaningful performance evaluations.
- Helps each individual develop professionally.
- Holds each individual accountable for performance.
- Takes responsibility for their own professional development.

### Demonstrates Good Stewardship

- Understands general principles of budgeting, finance and human resource management.
- Makes informed decisions regarding resource allocation.
- Communicates decisions regarding resources in an effective manner to stakeholders.

## Leader as Innovator

### Articulates Vision and Mission

- Understands institutional history and development.
- Projects institutional improvements and developments for the future.
- Demonstrates a student-centered approach.
- Anticipates change and leads and encourages adjustments in institutional roles.
- Seeks input and listens to all stakeholders.
- Communicates and explains the changing institutional vision and mission effectively to constituencies.

### Builds Organizational Capacity to Meet Future Challenges

- Engages and supports appropriate risk-taking.
- Identifies and removes barriers to innovation.
- Rewards and supports innovations advancing excellence and efficiency.
- Promotes accountability for self and others.
- Collaborates across educational and governmental boundaries in the system, nation and world.
- Networks with innovative thinkers, developers and donors.

### Demonstrates Effective Decision-Making

- Ability to creatively and efficiently solve problems.
- Demonstrates critical thinking and asks appropriate questions.
- Seeks alternative viewpoints.
- Uses appropriate decision-making methods based on the situation.
- Prepares stakeholders for and involves them in decisions that affect them.
- Communicates decisions effectively to stakeholders.
- Supports decisions once they are made.