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