

Leadership Competencies 2018-2019

	Competencies for Leaders Grade 33 & Below (Including Department Chairs)	Competencies for Leaders Grade 34 & Above
Strategic Skills	Learning on the Fly <ul style="list-style-type: none"> • Learns quickly when facing new problems • Analyzes both successes and failures for clues to improvement • Enjoys the challenge of unfamiliar tasks • Quickly grasps the essence and underlying structure of situations • Is personally committed to and actively works to continuously improve him/herself 	Decision Quality <ul style="list-style-type: none"> • Actively seeks input from others • Carefully sorts through complex issues • Makes insightful decisions • Applies excellent judgement • Learns from one decision to the next • Sought out by others for advice and solutions
		Innovation Management <ul style="list-style-type: none"> • Is good at bringing creative ideas of others to fruition • Has good judgement about which ideas and suggestions will work • Has a sense about managing the creating process of others • Can facilitate effective brainstorming • Can project how potential ideas may play out in the future
		Dealing with Ambiguity <ul style="list-style-type: none"> • Effectively leads change • Shifts gears comfortably • Decides and acts without having the total picture • Isn't upset when things are up in the air • Doesn't have to finish things before moving on • Comfortably handles risk and uncertainty

Interpersonal Skills	Managing Diverse Teams <ul style="list-style-type: none"> • Deals effectively with diverse groups • Acknowledges and accepts differences • Blends different talents and skills to create a more cohesive team • Uses diversity as a competitive advantage • Fosters open dialogue among team members • Creates a feeling of belonging in the team 	Motivating Others <ul style="list-style-type: none"> • Has a great feel for what drives individuals • Creates a climate in which people want to do their best • Invites input from each person and shares ownership and visibility • Delegates and empowers others • Promotes others' successes • Can motivate many kinds of direct reports and project members • Is someone people like working for and with
Operating Skills	Process Management <ul style="list-style-type: none"> • Initiates continues process improvement • Easily follows process steps and tasks from start to finish • Identifies and communicates flaws within existing processes • Adds value with his/her evaluations and suggestions • Considers contingencies should problems arise 	Process Management <ul style="list-style-type: none"> • Simplifies complex processes • Good at figuring out the processes necessary to get things done • Knows how to organize people and activities • Gets more out of fewer resources • Understands how to separate and combine tasks into efficient work flows • Identifies opportunity for synergy and integration where others can't
	Planning <ul style="list-style-type: none"> • Is an attentive planner • Excels at setting goals and objectives • Is an efficient and effective scheduler • Methodically uses structure, processes • Anticipates obstacles • Uses benchmarks to track performance 	
	Developing Direct Reports and Others <ul style="list-style-type: none"> • Is aware of each person's career goals • Provides challenging and stretch assignments • Holds frequent development discussions • Pushes people to accept developmental moves • Will take on those who need help and further development • Takes advantage of college development programs, tools and systems 	