myPerformance

Success Factor Definitions: Leadership

ACCOUNTABILITY: *Owns decisions, outcomes, work products, etc. that are within the scope of one's role.*
- Creates opportunities for employees to grow, assume more responsibility, and/or gain decision-making authority
- Motivates employees to achieve goals, including departmental/ functional goals and initiatives by giving them direct ownership and accountability for overall outcomes
- Connects with other leaders to identify and define goals/objectives; exemplifies accountability for achieving goals/objectives and managing expectations

COLLABORATION: *Works inclusively to build trust and accomplish tasks, goals, and initiatives.*
- Ensures information flows effectively through proper channels; promotes and encourages the open exchange of information within and across functions/departments
- Builds consensus with individuals within and across the functions/departments; provides clear direction during cross-functional tasks, ensuring open communication and collaboration
- Motivates others to build relationships and work cooperatively within and across functions/departments

COMMUNICATION: *Provides information clearly and accurately in various settings, ensuring understanding and participation.*
- Communicates highly complex or unusual circumstances appropriately, ensuring that content is shared and understood at all function/department levels
- Uses a variety of communication tactics/ methods and adjusts messages and tone to more effectively communicate to various function/department levels
- Models and encourages others to actively listen, allow for questions and discussion, and reflect on key messages, while ensuring stakeholders have a chance to provide input

CUSTOMER FOCUS: *Understands, anticipates, and appropriately responds to internal and/or external customers' needs.*
- Strategically identifies opportunities for service improvement; establishes an environment to maintain positive organizational and customer relationships
- Gathers a variety of data and information and makes recommendations and improvements; leverages the integration and synergies among departments/functions to better serve others
- Promotes a customer centric culture and ensures alignment with best practices and customer/university expectations

DIVERSITY & INCLUSION: *Values differences by ensuring that all people are included, respected and can engage in their work to the best of their abilities.*
- Proactively provides resources and support for ongoing education of employees as it relates to diversity and inclusion; acknowledges and reinforces positive diversity and inclusion behaviors
- Creates and leads a culture/environment of inclusion by exemplifying inclusive behaviors, challenging the status quo, and suggesting improvements, as appropriate; promotes the interaction and integration of diverse individuals into teams to positively impact the function/department and to ensure diversity and inclusion needs are met
- Integrates different perspectives and backgrounds to meet organizational needs and establish the new way of working; models inclusive decision-making within own and across functions/departments

JUDGMENT: *Makes appropriate decisions and evaluates risk and uncertainty to create optimal outcomes.*
- Conducts in-depth analysis while considering multiple inputs to develop optimal alternatives and solutions
- Sets and implements standards for the function/department and integrates with other functions/departments
- Ensures others understand both short- and long-term effects and risks of decisions; monitors execution of decisions made; makes timely decisions when faced with ambiguous information

TIME MANAGEMENT: *Actively manages time to most effectively accomplish work, projects, objectives, and goals.*
- Prioritizes workload of function/department; identifies barriers to ensure appropriate actions are being taken and deadlines are successfully met; seeks additional resources as necessary
- Manages and oversees multifaceted projects and assignments, ensuring that deadlines are efficiently met
- Anticipates changing circumstances and prepares function/department to maintain performance objectives; promotes a culture of positivity, continuous improvement, and adaptability/flexibility