# USG Leadership Competency Model Reference Guide

## Core Competencies

**Personal Integrity and Ethics:** Absolutely adheres to a strict moral code; Maintains high standards in undertaking a leadership role; principled.

Competencies - Behavioral Indicators

- **Models, Promotes and Supports the System’s Values**
  - **Integrity** - honest, fair, impartial and unbiased in dealings both with and on behalf of the USG
  - **Excellence** - Performs duties in a manner that fosters a culture of excellence and high quality
  - **Accountability** – Trustworthy; safeguards resources; acts a good steward of the human, intellectual, physical and fiscal resources
  - **Respect** – Treats each person with fairness, compassion and decency

- **Values Transparency** - Creates an environment of openness; requires and expects others to be equally as open in their communication, with staff, faculty, students and other stakeholders.

## Leadership Competencies

**Strategy**

Future oriented with the ability to clearly see ahead to anticipate future consequences and trends accurately; formulates effective strategies consistent with the business strategy of the System; determines objectives and sets priorities; anticipates potential threats or opportunities.

Competencies - Behavioral Indicators

- **Leads the Vision** – Takes a long-term view; builds a shared and realistic vision for the future of the System with others; articulates and influences others to translate the vision into action. Keeps vision in front of others

- **System Thinking** – Has broad knowledge and perspective of the entire University System; recognizes the various parts of the University System and the interrelations of its institutions and of the institutions’ subsystems; thinks holistically.

- **Innovative Solutions** – Develops different approaches to make organizational improvements; designs and implements creative programs and/or processes; initiates and manages change effectively.

## Execution

Defines relevant performance metrics; Consistently exceeds goals with success; has a consistent track record of delivering on commitments; pursues challenging assignments and career opportunities that leverage, stretch, and build capabilities.
 Competencies - Behavioral Indicators:

- **Data-driven Decisions**- takes initiative to gather pertinent information from multiple sources; perceives the impact and implications of decisions; exercises good judgment by making sound and well-informed decisions even when data are limited or solutions produce unpleasant consequences.

- **Results Driven** – Involves the team in identifying and analyzing the root cause of problems; distinguishes between relevant and irrelevant information to make logical, fact-based decisions absent of emotional interests; provides quality solutions to individual and organizational problems.

- **Time-Sensitive Plans** – Understands and manages strategic risks; Focuses the organization on the strategic priorities that will yield the greatest impact; ensures broad strategies and priorities are translated into specific objectives, metrics and accountabilities; manages financial, human and technology resources effectively and efficiently;

---

**Collaboration**

Attracts, develops and retains top talent; occupies the attention or efforts of talent by fostering a work environment consisting of two-way feedback, trust, career development, shared decision-making and role-clarification.

Competencies - Behavioral Indicators:

- **High Performance Teams** – Inspires, motivates, and guides others toward goal accomplishments; consistently develops and sustains cooperative working relationships; Fosters commitment, team spirit, pride, trust. Develops leadership in others through coaching, mentoring, rewarding and guiding employees.

- **Determination** – Perseveres; Displays mental and emotional strength in facing difficulty, adversity, or temptation courageously; holds self and others accountable for rules and responsibilities.

- **Inclusiveness** - Cultivates an environment that makes others feel valued, regardless of their race, ethnicity, backgrounds, styles, or perspectives; Drives synergy and alignment across functions, departments, and/or institutions with the System; Demonstrates an understanding of the global impact of own behavior and decisions both inside and outside of the System.

---

**Engagement**

Encourages various constituency groups to work together in a manner that creates an enhanced combined effect.

Competencies - Behavioral Indicators:

- **Effective Communication** – Makes crisp, clear and convincing oral presentations; listens attentively and clarifies; keeps others informed as necessary; facilitates an open exchange of ideas and fosters atmosphere of open communication; expresses facts and ideas in writing in a clear, convincing and organized manner.
• **Focuses on Faculty//Student/Customer Needs** – Values diversity; manages people at every level equitably; balances interests of a variety of customers; anticipates and exceeds the need of internal and external customers and students.

• **Politically Astute** – Can effectively maneuver through complex political situations; skill in negotiating; confers with others in order to reach an agreement; mediates and manages conflict; builds strong networks of contacts both within and outside the organization to influence strategic decisions. Sensitive to public concerns.