

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**
 - a. **Integrity** -honest, fair, impartial and unbiased in dealings both with and on behalf of the USG
 - b. **Excellence** - Performs duties in a manner that fosters a culture of excellence and high quality
 - c. **Accountability** – Trustworthy; safeguards resources; acts a good steward of the human, intellectual, physical and fiscal resources
 - d. **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.