S&T Leader Competencies

An Integrative & Strategic Leader

Develops and communicates comprehensive vision, strategy and clear purpose; builds collaborative relationships with multiple stakeholders; actively seeks external inputs; and proactively manages change

Values Oriented

Demonstrates integrity and authenticity; models and demands ethical behavior; inspires trust; demonstrates wisdom and seeks common good; and builds and maintains relationships

Culturally Competent

Demonstrates intercultural awareness and understanding; communicates effectively across cultures; integrates multiple perspectives and values; and leverages differences

People Centered

Models high emotional intelligence, self-awareness, and self-confidence; invests in and develops others, unleashes talent in others; practices “shared leadership”; and effectively integrates work and personal life

Performance Driven

Drives excellence and sets high standards; communicates explicit expectations; demands accountability; promotes innovation; and demonstrates results orientation
- Establishes clear goals, aligns priorities, and demands accountability
- Sets high yet reasonable standards
- Promotes learning orientation (flexibility, innovation, learning from mistakes and failures)
- Recognizes and communicates progress toward goals
- Effectively manages poor performance
- Delegates appropriately to manage own workload and provide opportunities for others
- Implements strong performance management processes (clear expectations, goal setting, monitoring, frequent feedback, coaching, appraisals, etc.)
People Centered

Behavioral Indicators

- Has a high degree of self-awareness
- Recognizes how his/her emotions impact other people and situations
- Seeks feedback and looks for opportunities to build new leadership skills and behaviors
- Demonstrates the right amount of confidence in different situations
- Shows a genuine interest in helping other people to be successful, achieve their goals and find meaning in their work
- Encourages others to participate in the decision-making process
- Shares credit
- Demonstrates a positive outlook and promotes a positive environment
- Recognizes value of work/life integration
Culturally Competent

Behavioral Indicators

- Displays sensitivity in leading people from different backgrounds
- Is able to analyze a situation from multiple points of view and integrate diverse perspectives and values
- Adapts communication style or approach based on the needs of others
- Models and builds a culture of respect for all people
- Actively seeks ways to build teams diverse in background, perspective, and style
- Is comfortable with ambiguity and uncertainty
- Manages conflict productively
Demoralizes honesty, integrity, and a consistency between his/her words and actions

Holds others accountable for ethical behavior

Inspires trust by being trustworthy and appropriately trusting others

Demonstrates wisdom by seeking the common good for the university and for the larger society

Considers the well-being of others before making decisions

Assumes personal and professional responsibility for actions
Develops and communicates a shared, clear and comprehensive vision, strategy, and purpose

Proactively builds lasting, collaborative, and productive relationships

Is actively engaged in broad professional/leadership communities and conversations both on and off campus

Is innovative and proactively manages change

Demonstrates the ability to figure things out, make decisions, and take action with the speed and urgency appropriate for the situation

Invests resources strategically

Portrays unit and division/college/school in a positive light

Is mindful of his/her leadership responsibility and impact

Is able to adapt his/her leadership behaviors to different situations

Simultaneously values people, drives high performance, and leverages diversity