

# UNLEASH TALENT

# INSPIRE TRUST

# GENERATE ALIGNMENT

# CREATE AND COMMUNICATE VISION



Facilitative Decision-making

Collaboration

Coaching/Mentoring

Talent Selection

Resolve

Fair and Legal Management

Financial Management

Judgment

Accountability

Execution

- Build consensus
- Leverage shared governance
- Assert authority
- Cultivate teamwork
- Solicit input from others
- Develop others
- Delegate
- Open, honest feedback
- Recruit, interview, and select qualified, diverse staff
- Address difficult situations and conversations
- Fair and legal work environment
- Understand and manage budget
- Discretion
- Timely and sound decisions
- Articulate high standards
- Follow up
- Get and measure results
- Outcomes not activities

Advocacy

Emotional Intelligence

Humility

Role Model

Integrity

Transparency

Communication

Problem Solving

Political Savvy

Strategic Thinking

- Support faculty, staff, and organizational interests
- Champion an idea or position
- Know self
- Manage relationships
- Share credit
- Admit mistakes
- Lead by example
- Ethics
- Trust
- Explain decisions
- No hidden agendas
- Listen
- Persuasive and proactive
- Visibility
- Ask questions; probe for answers
- Recognize the right problems to work on
- Institutional knowledge
- Political climate
- Set priorities
- Shared vision
- Clarity of purpose

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Competency	Definition
Accountability	<p><b>Manager:</b> Accepts personal responsibility; expects personal responsibility from “higher-ups”, peers, and employees; articulates standards; ensures people execute at a high standard of work; is consistent; willing to have difficult conversations when needed</p> <p><b>Leader:</b> Creates a culture of a high standard of work; fosters culture of responsibility between work units</p>
Advocacy	<p><b>Manager:</b> Conveys confidence in employees' ability to be successful, especially at challenging new tasks; supports and promotes faculty and staff interests; understands and facilitates the tenure, promotion, and permanent status process</p> <p><b>Leader:</b> Speaks out on issues of concern to the organization in order to exert influence on decisions affecting the organization; supports and promotes organizational interests; takes the lead and champions an idea or position</p>
Coaching/Mentoring	<p><b>Manager:</b> Committed to the development of others; delegates responsibility and authority to the lowest appropriate level; identifies and nurtures talents in others on a one-on-one basis; provides open, honest feedback and accurate information; addresses performance issues promptly; provides direction and meaning to people’s work; reinforces/redirects behaviors as needed; develops and fosters faculty and staff; encourages continuous learning; removes barriers by providing the appropriate tools and resources to achieve goals</p> <p><b>Leader:</b> same</p>
Collaboration	<p><b>Manager:</b> Fosters interdisciplinary/interdepartmental cooperation; encourages teamwork; provides opportunities to work across work units; solicits input from others; shares knowledge and information; obtains cooperation from others</p> <p><b>Leader:</b> Creates culture that encourages sharing between work units</p>
Communication	<p><b>Manager:</b> Clearly and effectively expresses thoughts, information, views, and ideas using both formal and informal methods; actively listens to others; maintains an open-door policy; adjusts style and format based on audience; invites dialogue with others; masters multiple methods to convey information (e.g. oral, email); ensures key issues are addressed; delivers information quickly and effectively up, down, and throughout the organization</p> <p><b>Leader:</b> Plans and delivers communications that are impactful and persuasive; delivers proactive communications on key issues; articulates a shared vision; creates a compelling and inspirational picture of the future; maintains visibility</p>
Emotional intelligence	<p><b>Manager:</b> Knows self; recognizes and considers the impact of own mood, biases, convictions, and behavior on others; senses others’ feelings and perspectives, and responds accordingly; builds rapport with others; controls and filters emotions in a positive way; effectively manages relationships</p> <p><b>Leader:</b> same</p>

Competency	Definition
Execution	<p><b>Manager:</b> Able to determine appropriate processes to get things done; knows how to organize people and activities to ensure favorable outcomes; understands how to separate and combine tasks into efficient work flow; finds or creates ways to measure performance against goals; establishes efficient structures, processes, and teams to meet objectives; maintains commitment to goals; seeks out and implements organizational techniques for optimal performance; follows tasks through to completion and takes responsibility for results; completes projects within specified time and budget parameters; meets deadlines; measures results to stated goals; integrates technology to improve efficiency or effectiveness</p> <p><b>Leader:</b> Mobilizes appropriate resources to achieve goals; considers return on investment prior to starting a new project; takes calculated risks; uses best practices to apply specialized knowledge to organizational problems; works across organizational boundaries to achieve desired results; concentrates on outcomes rather than activities</p>
Facilitative decision-making	<p><b>Manager:</b> Manages group interaction effectively; builds consensus; manages meetings effectively; manages self during conversations; doesn't personalize disagreement; reacts appropriately – doesn't over- or under-react to a situation; knows when to close a discussion and move to a decision</p> <p><b>Leader:</b> Willing to assert authority when necessary to facilitate change, face issues, overcome an impasse, or ensure a resolution; creates a culture and processes that encourage shared governance; fosters climate that supports consensus; seeks and values input from diverse groups when making decisions</p>
Fair and Legal Management	<p><b>Manager:</b> Maintains a fair and legal work environment by understanding and complying with university, state, and federal requirements such as the Fair Labor Standards Act, Family and Medical Leave Act, and anti-discrimination policies and legislation; supports UF's EEO principles</p> <p><b>Leader:</b> same</p>
Financial Management	<p><b>Manager:</b> Understands funding and budgeting model and applies this to balance competing demands for resources; understands key financial indicators; uses cost-benefit thinking to set priorities; establishes and implements sound financial management practices and controls; manages budget within set parameters</p> <p><b>Leader:</b> same</p>
Humility	<p><b>Manager:</b> Is approachable; shares credit; admits mistakes; willing to sacrifice personal goals for organizational goals; realizes that personal success is connected to team success</p> <p><b>Leader:</b> same</p>
Integrity	<p><b>Manager:</b> Maintains and fosters ethical behavior in all business activities and decisions; gives consideration to the rights and viewpoints of others; strives to do the right thing without prompting; acts in a manner that is fair, forthright, and honest; keeps confidences; models and reinforces ethical behavior in self and others; builds trust at all levels of the organization; follows through on commitments; carries his/her share of the workload; perceived as responsible,</p>

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	<p>reliable, and trustworthy; reliably maintains confidential and sensitive information</p> <p><b>Leader:</b> same</p>
Judgment	<p><b>Manager:</b> Learns from mistakes; knows when to speak and when to listen; uses discretion when called for; can perceive climate and respond accordingly; understands the impact and implications of decisions; weighs costs, benefits, risks, and possible rewards when assessing a situation; makes timely and sound decisions</p> <p><b>Leader:</b> same</p>
Political savvy	<p><b>Manager:</b> Understands the formal and informal workings of the organization; understands and interprets internal and external forces affecting the job; knows organization’s mission, history, stakeholders, and customers; knows the “pace of business”</p> <p><b>Leader:</b> Understands how the organization operates, its goals, and the external factors that influence the success of the organization; uses tacit knowledge; uses the pace of work to achieve goals; understands the political climate and operates effectively within the climate</p>
Problem-solving	<p><b>Manager:</b> Addresses a problem by using a logical, systematic, sequential approach; uses facts and available information to develop logical assumptions; recognizes discrepancies and inconsistencies between facts and/or data; draws correct inferences from information; asks good questions and probes all sources for answers</p> <p><b>Leader:</b> Recognizes the appropriate problems to work on; marshals resources needed to work on a problem; looks for creative and innovative solutions</p>
Resolve	<p><b>Manager:</b> Willing to state an opinion, have a conversation, or take charge of a situation despite potential opposition; willing to make decision in difficult or ambiguous situations, especially when time is critical; approaches challenging tasks with a willing attitude</p> <p><b>Leader:</b> same</p>
Role model	<p><b>Manager:</b> Exemplifies professional behavior and image; maintains consistency between words and actions; honors commitments; admits mistakes; possesses and applies technical knowledge and skills needed to make decisions and perform at a high level; stays current on practices and trends in area of expertise and plans/responds accordingly</p> <p><b>Leader:</b> Sets and demonstrates high professional standards; is sought out as a resource to provide advice or solutions; leads by example</p>
Strategic Thinking	<p><b>Manager:</b> Fosters an ongoing dialogue about the team’s vision and purpose; develops and communicates goals that align with the organization’s vision and purpose; sets clear expectations and establishes a course of action to achieve goals; sets priorities; thinks proactively; anticipates and prepares for roadblocks</p> <p><b>Leader:</b> Builds an inspirational and compelling shared vision and sense of core purpose; fosters an ongoing dialogue about the organization’s vision and</p>

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	purpose; analyzes the organization's position relative to similar institutions and develops strategy based on current position; creates a climate of creativity to achieve organizational goals; understands how vision and purpose in other areas of the organization interrelate with own area; inspires the broader organization to share their vision
Talent Selection	<p><b>Manager:</b> Assesses current and future staffing needs based on organizational goals and budget realities; understands and uses effective interviewing questions and techniques; creates and facilitates a process to recruit, interview, and select qualified staff; values diversity in applicant pools and hires</p> <p><b>Leader:</b> same</p>
Transparency	<p><b>Manager:</b> Admits and fixes mistakes promptly; provides accurate information in a timely manner; makes decisions publicly when possible to instill trust; facilitates access to information; explains decisions; ensures that motives are clear (no hidden agendas)</p> <p><b>Leader:</b> same</p>