

UL LAFAYETTE EXECUTIVE COMPETENCIES FROM CORNERSTONE SYSTEM

AUGUST 2019

STRATEGIC LEADERSHIP

Shapes Strategic Focus

Formulates effective and progressive strategies aligned with University mission and values; determines objectives and priorities and acts as a catalyst for institutional innovation and growth.

- Develops and aligns the functional area's strategic priorities with those of the University.
- Creates and communicates a clear vision of the functional area's future.
- Surveys the horizon to determine important state, regional, national, and global activities and trends.
- Encourages evidence-based decisions that are aligned with strategic priorities.

Demonstrates Financial Acumen

Understands the meaning and implications of key financial indicators; manages overall financial performance; uses financial analysis to evaluate strategic options and opportunities.

- Identifies key future developments likely to affect the financial demands of higher education.
- Identifies patterns, trends, and benefits of alternatives before making decisions.
- Understands the implications of financial decisions when leading the functional area.
- Effectively communicates the value of services provided by the functional area.

Ensures Alignment

Ensures that University strategies and plans are integrated and aligned for success; supports the President and Board of Regents by providing timely, direct, and critical insights on initiatives, political positioning, and public perception.

- Scans the internal and external environment for potential risks in order to provide timely feedback to the President and Regents.
- Readily shares professional judgment with senior leaders and the Board of Regents.
- Shifts the direction of the functional area when dictated by strategic shifts at the University.
- Meets the information needs of the President and Regents.

RESULTS LEADERSHIP

Ensures Execution

Anticipates change, conveys clear priorities, and aligns efforts across functions; addresses barriers, takes action, and holds self and others accountable for results.

- Creates or modifies enterprise infrastructures to support strategic objectives.

- Takes action, even when risk is great, and balances tradeoffs appropriately.
- Balances the achievement of day-to-day results with the accomplishment of key initiatives.
- Ensures that others have the resources, information, authority, and support needed to achieve objectives.
- Holds self accountable and ensures accountability in others for achieving results.

Leads Change

Uses data-driven decision-making to generate insights, alternatives, and opportunities for success; fosters a continuous improvement environment; makes novel use of existing ideas, approaches, technologies, or products.

- Fosters an environment that promotes innovation, continuous improvement, and managed risk-taking.
- Anticipates and then addresses the impact of large scale changes on morale and productivity.
- Champions the integration of process improvement efforts within and across functions, colleges, and units.
- Ensures integration of relevant policies and regulatory factors in implementing improvement efforts.

PEOPLE LEADERSHIP

Communicates Openly and Listens

Presents ideas effectively gauging the needs of the audience; actively listens and incorporates input from others.

- Communicates effectively to a wide variety of audiences.
- Effectively translates concepts and information related to the functional area.
- Listens attentively and with empathy to concerns expressed by others.
- Ensures others have access to the information necessary to do their work and contribute to the functional area's goals.
- Probes past initial responses to get to underlying issues.

Influences and Inspires

Promotes ideas and proposals persuasively to shape stakeholder opinion; creates a climate that fosters personal investment and nurtures commitment to a common vision and shared values; inspires action without relying solely on authority.

- Fosters commitment to the University's and functional area's vision, values, mission, and aspirations.
- Generates energy and enthusiasm in others by appealing to their personal values and goals.
- Establishes credibility by demonstrating broad knowledge, good judgment, and deep expertise.
- Positions ideas and proposals to address the needs, interests, and concerns of stakeholders.

Builds Relationships and Fosters Collaboration

Cultivates an active network of relationships inside and outside functional area; fosters collaboration and teamwork by being inclusive, supportive, cooperative, and sharing power.

- Promotes a culture of collaboration and teamwork across institutional boundaries.
- Connects people from across functional, institutional, and external boundaries to form productive alliances.
- Is accessible and invests the time necessary to build relationships.
- Establishes a norm where conflicts are managed and resolved in a constructive manner.
- Cultivates networks in order to strengthen expertise and build professional reputation.

Builds Talent

Attracts and retains high caliber people; develops a leadership team with diverse capabilities; accurately assesses the strengths and weaknesses of staff; develops successors.

- Creates a culture that values, supports, and reflects diversity.
- Recruits, selects, and develops a highly functioning leadership team.
- Builds a functional area in which strong performance is recognized and poor performance is addressed.
- Ensures that development plans and processes are in place to build the necessary talent for today and the future.
- Provides insightful, motivating, and constructive feedback, coaching, and guidance.

PERSONAL LEADERSHIP

Establishes Trust

Respects all individuals and treats them fairly; honors commitments to others; models high ethical standards and integrity.

- Establishes an environment in which integrity and ethics are the norm.
- Delivers on commitments.
- Engages in decision-making processes that are appropriately transparent, well-defined, and understood.
- Makes courageous or unpopular decisions, as appropriate.

Demonstrates Emotional Acuity

Considers and responds appropriately to the needs and feelings of others; understands impact of own behavior; has a realistic understanding of own strengths and development needs; is committed to continuous learning.

- Models openness to feedback and a desire for learning new things.
- Exhibits an awareness of one's own capabilities and development needs.
- Demonstrates flexibility and comfort with ambiguity.

- Recognizes the feelings of others and exhibits appropriate level of composure, patience, and diplomacy.
- Demonstrates humility while serving others.

Cultivates Diversity, Equity and Inclusion

Intentionally attracts a team with diverse perspectives; Champions the development of equitable and inclusive policies and procedures inside the functional area; Develops and employs equitable practices in the hiring, evaluation, and promotion of talent; Recognizes and promotes the shared responsibility for diversity, equity and inclusion.

- Creates a work environment that values, supports and reflects diversity
- Seeks opportunities for learning and professional development to support diversity and inclusion
- Develops policies and procedures to advance diversity, equity and inclusion
- Understands and addresses the unique needs of those from underrepresented groups
- Serves as an effective sponsor and coach, accelerating others' pathways to leadership
- Collaborates effectively across units to cultivate an inclusive campus climate