LEADERSHIP COMPETENCIES

2014 - 2015
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<tr>
<th>Competency</th>
<th>Definition</th>
<th>Behavioral Indicators</th>
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| Leadership Accountability | Taking ownership of decisions and actions relating to employee performance and college goals, standards, and priorities. | • Takes ownership for one’s decisions.  
• Demonstrates and voices support for decisions taken as One-College.  
• Accepts accountability and support for validated performance ratings.  
• Conducts informal and performance evaluation feedback using honest, constructive feedback.  
• Provides proactive employee coaching and counseling.  
• Applies college policies and guidelines consistently and fairly.  
• Handles first occurrence of performance problems, discipline, and concerns and implement timely corrective action.  
• Holds self and employees accountable for achieving results. |
| Leading Others           | Develops and uses effective strategies, change management, and interpersonal skills to influence others toward the accomplishment of identified objectives. | • Serves as a role model to others, demonstrating commitment and a vision of challenging the status quo.  
• Demonstrates the college values to others through behaviors, words, and actions.  
• Holds team accountable for living the college values.  
• Looks for opportunities to talk about the values, one-college vision, goals and priorities.  
• Finds more efficient and less expensive ways to do things.  
• Leads others to focus on results within own work group or within committees, councils, and task forces. |
| Communication            | Creates an environment in which timely and high quality information flows smoothly both up the and down the college and inside and outside the college. Encourages open expression of ideas and opinions. | • Keeps employees accurately informed and up to date.  
• Encourages employees to keep one another informed and share information.  
• Clarifies college messages to ensure employees understand the purpose and intent of the message.  
• Communicates both positive and potentially negative information.  
• Communicates negative information with a problem solving, action oriented, can-do intent. |
## Leadership Competencies 2014-2015

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<td>Developing Direct Reports and</td>
<td>Developing others is a high priority for the leader. Invests time and effort into the professional development and growth of others; prepares others for future positions.</td>
<td>• Provides challenging and stretching tasks and assignments  &lt;br&gt;• Holds frequent development discussions  &lt;br&gt;• Is aware of each person’s career goals  &lt;br&gt;• Constructs compelling development plans and executes them  &lt;br&gt;• Encourages people to accept developmental projects  &lt;br&gt;• Takes on those who need help and further development  &lt;br&gt;• Is a people builder  &lt;br&gt;• Puts people in roles that maximizes individual strengths</td>
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<td>Others</td>
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<td>Learning Agility</td>
<td>Can make good decisions with less than all of the information. Quick to learn and apply first-time solutions that may go against the grain by solving problems never seen before, experiments and tries new solutions, and analyzing problems in new contexts and ways.</td>
<td>• Can effectively cope with change  &lt;br&gt;• Can shift gears effectively  &lt;br&gt;• Can decide and act without having the total picture  &lt;br&gt;• Demonstrates a calm demeanor when things are up in the air  &lt;br&gt;• Effectively handles risk and uncertainty  &lt;br&gt;• Analyzes both successes and failures for clues to improvement  &lt;br&gt;• Flexible and adaptable when facing tough calls  &lt;br&gt;• Can remain adaptable in crisis situations</td>
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