

Success Factor Definitions: Management

ACCOUNTABILITY: *Owns decisions, outcomes, work products, etc. that are within the scope of one's role.*

- Ensures employees are aware of own responsibilities and those of others, while integrating all responsibilities to accomplish goals and objectives
- Measures and tracks performance of individual and/or team(s) against goals and objectives, ensuring each employee contributes to overall outcomes
- Conducts status updates with employees to manage work, including changes, delays and/or risks; ensures realistic and achievable results; coaches individuals on how to manage expectations

COLLABORATION: *Works inclusively to build trust and accomplish tasks, goals, and initiatives.*

- Offers information and support to team members, peers, and leaders and participates in cross-functional/departmental teams
- Communicates effectively within and across teams to streamline efficiency, ensure collaboration, and achieve team goals
- Collaborates with all team members, peers, and leaders to integrate various viewpoints; encourages and acknowledges others' contributions

COMMUNICATION: *Provides information clearly and accurately in various settings, ensuring understanding and participation.*

- Determines and delivers the appropriate messages effectively to any level ensuring clarity and understanding
- Understands various audiences and their nuances, adjusting style and content to appeal to their needs; coaches others on how to adjust tone and style when communicating
- Listens actively to determine unstated needs and concerns, verify messages, and clarify expectations; coaches and offers constructive feedback when appropriate

CUSTOMER FOCUS: *Understands, anticipates, and appropriately responds to internal and/or external customers' needs.*

- Anticipates customer needs and takes appropriate action and/or asks questions to uncover needs, developing a positive rapport with others; promotes an environment to maintain positive customer relationships
- Incorporates data and information from quality reviews to improve and/or enhance services and work products; ensures accuracy and completeness of other's work outputs

- Requests feedback to ensure service levels are being met/exceeded by team(s); responds appropriately based on feedback and best practices in customer service and/or university expectations

DIVERSITY & INCLUSION: *Values differences by ensuring that all people are included, respected and can engage in their work to the best of their abilities.*

- Encourages participation in and provides professional development opportunities for employees as it relates to diversity and inclusion; serves as an example to others by demonstrating appropriate diversity and inclusion behaviors
- Communicates the positive effects of diversity and inclusion among team(s); ensures that direct reports and peers are treated fairly in department processes and practices and understands their responsibility in creating a diverse and inclusive environment
- Seeks input from key leaders and/or stakeholders and takes appropriate action to ensure that department practices are inclusive

JUDGMENT: *Makes appropriate decisions and evaluates risk and uncertainty to create optimal outcomes.*

- Evaluates the pros and cons of alternative solutions before making a decision by assessing all available information; leads team in doing the same
- Provides clear directions and expectations for others to follow when making decisions, ensuring alignment with university standards and improving where needed
- Weighs possible outcomes when making decisions; considers the broader impact and risks, especially when information is limited and/or decisions are difficult

TIME MANAGEMENT: *Actively manages time to most effectively accomplish work, projects, objectives, and goals.*

- Considers individuals' work capacity when scheduling work, allocating the appropriate amount of time to each task; keeps others informed of overall progress
 - Defines objectives and resources required to efficiently complete projects; manages the team to complete work within established timeframes
- Adapts to multiple and/or changing work demands by adjusting own and team priorities; positively exemplifies balance and adaptability/flexibility