

USG Leadership Competency Model Reference Guide

Core Competencies

Personal Integrity and Ethics: Absolutely adheres to a strict moral code; Maintains high standards in undertaking a leadership role; principled.

Competencies - Behavioral Indicators

- a. **Integrity** -honest, fair, impartial and unbiased in dealings both with and on behalf of the USG
- b. **Excellence** - Performs duties in a manner that fosters a culture of excellence and high quality
- c. **Accountability** – Trustworthy; safeguards resources; acts a good steward of the human, intellectual, physical and fiscal resources
- d. **Respect** – Treats each person with fairness, compassion and decency

Values Transparency - Creates an environment of openness; requires and expects others to be equally as open in their communication, with staff, faculty, students and other stakeholders.

Leadership Competencies

Strategy

Future oriented with the ability to clearly see ahead to anticipate future consequences and trends accurately; formulates effective strategies consistent with the business strategy of the System; determines objectives and sets priorities; anticipates potential threats or opportunities.

Competencies - Behavioral Indicators

Leads the Vision Takes a long-term view; builds a shared and realistic vision for the future of the System with others; articulates and influences others to translate the vision into action. Keeps vision in front of others

System Thinking Has broad knowledge and perspective of the entire University System; recognizes the various parts of the University System and the interrelations of its institutions and of the

Focuses on Faculty//Student/Customer Needs Values diversity; manages people at every level equitably; balances interests of a variety of customers; anticipates and exceeds the need of internal and external customers and students.

Politically Astute Can effectively maneuver through complex political situations; skill in negotiating; confers with others in order to reach an agreement; mediates and manages conflict; builds strong networks of contacts both within and outside the organization to influence strategic decisions. Sensitive to public concerns.