## Washington University Leadership Competencies for Success

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<th>COMPETENCY</th>
<th>DESCRIPTORS</th>
<th>BEHAVIORAL INDICATORS</th>
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| **Building Teams**               | Builds cohesive work teams using best practices and relevant communications skills sets. Facilitates team functioning and completion of team goals.                                                                                                                                                                                                  | ▪ Develops direction and purpose of the team through a clear charter and mission statement.  
▪ Guides setting of specific and measurable team goals and objectives.  
▪ Develops structure and clarifies roles and responsibilities of team members, including steering, review, and support functions.  
▪ Facilitates goal accomplishment through procedural or process suggestions for achieving team goals and performing team functions. Provides resources and assistance to remove obstacles.  
▪ Listens to and involves others in team decisions and actions; values individual differences and talents.  
▪ Shares relevant information with the team.  
▪ Serves as role model by adhering to the team’s expectations and guidelines and demonstrating personal commitment to the team.                                                                                     |
| **Fostering Collaboration and Partnerships** | Promotes and generates cooperation among leadership peers to achieve a collective outcome. Fosters the development of a common vision and participates in creating a unified leadership team that gets results. Develops and maintains relationships with others inside and outside of the organization who can provide information, assistance, and support. | ▪ Considers the University as a whole when making decisions.  
▪ Separates one’s personal interests from University interests to make the best choices for the University.  
▪ Builds consensus among leadership peers.  
▪ Communicates University priorities and how a division or department contributes to achieving those.  
▪ Shares goals with peers in the University to increase alignment, cooperation, and opportunities to collaborate.                                                                                                           |
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<td>Developing Self and Others</td>
<td>Seeks opportunities to learn and develop themselves and others. Applies new skills and knowledge to add value to the organization. Sets developmental goals for self and others. Gives and seeks performance feedback. Rewards, recognizes, and motivates others, formally and informally. Sets high-performance goals, objectives, and expectations. Holds self and others accountable for achieving results. Acquires resources, training and tools to support staff needs.</td>
<td>▪ Provides timely, clear, direct, and constructive feedback, including the impact of decisions and actions; confirms employee understanding. ▪ Establishes an effective, professional, and positive relationship with staff. ▪ Clarifies responsibilities and expectations. ▪ Provides guidance on strengthening knowledge, skills, and abilities to improve personal and organizational performance. ▪ Provides new assignments and experiences to develop the employee’s capability and competencies. ▪ Participates in and conducts timely performance management and review meetings and ongoing conversations. ▪ Uses appropriate methods and flexible interpersonal style and coaching to develop others’ capabilities. ▪ Recognizes and reinforces developmental efforts, progress, and improvements. ▪ Collaborates with direct reports to set meaningful and manageable performance objectives. ▪ Expresses confidence in others’ ability to be successful.</td>
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<td>Driving Results</td>
<td>Positions the organization for success by establishing challenging and achievable performance goals, aligning systems and processes to deliver on goals, and implementing efficient work practices. Manages and allocates financial and human resources to execute operational and business plans and meet revenue targets.</td>
<td>▪ Recognizes and capitalizes on opportunities. ▪ Sets and maintains high performance standards for self and others that support University’s strategic plan and that holds self and other team members accountable for achieving results. ▪ Experiments to reach challenging goals, and persists until personal and team goals are achieved and commitments met. ▪ Works to meet individual and University goals while displaying positive regard for others’ goals and achievements. ▪ Motivates others to translate ideas into actions and results.</td>
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<td>Influencing and Inspiring Others</td>
<td>Asserts own ideas and persuades others in order to gain support and commitment from others. Mobilizes people to take action, using creative approaches to help others meet University goals. Earns others’ support for ideas, proposals, projects, and solutions.</td>
<td>▪ Constructs and communicates persuasive arguments to influence multiple and varied audiences. ▪ Develops and uses a variety of strategies and styles to influence others. ▪ Enables others to claim ownership of ideas and solutions. ▪ Identifies key decision-makers and stakeholders ▪ Develops and uses networks inside and outside the University.</td>
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| Championing Change   | Initiates and manages the change process, including ongoing intervention to remove barriers and accelerate pace. Supports others on effective change, seeks opportunities for innovative approaches to addressing problems and opportunities, and facilitates change management within a unit or entire organization. | - Communicates a compelling vision and need for change within the department, group, or University that generates excitement, enthusiasm, and commitment.  
- Obtains and delivers resources to implement change initiatives, and works to make others feel ownership of the change.  
- Clearly communicates the direction, required performance, and challenges of change to all involved parties.  
- Identifies and enlists the support of key individuals and groups to move the change forward.  
- Serves as a role model by demonstrating commitment to innovation and continuous improvement in organizational performance. |
| Strategic Thinking and Action | Sets vision, defines strategic directions, and constructs a long-term plan to move an organization into the future.                                                                                             | - Communicates a clear, compelling vision and plan for where the organization will be in a specific time frame in the future, e.g., 3, 5, 10 years.  
- Expresses a vision that resonates with others as demonstrated by their words and actions.  
- Builds a shared vision with others.  
- Influences others to translate vision to action.                                                                                                               |