

**MSU LEAD (Leadership Excellence and Development) Competency Model**

***Leadership Behavior Categories*** (pages 2-4)

- A. Thinking strategically/visionary
- B. Leading change
- C. Communicating
- D. Building interpersonal relationships
- E. Fostering organizational relationships
- F. Demonstrating integrity, courage and organizational stewardship
- G. Expanding organizational capabilities
- H. Managing
- I. Leveraging Diversity

***Skill and Personal Characteristics Categories*** (pages 5-7)

- J. Basic skills
- K. Improvement skills
- L. Problem-solving skills
- M. Interpersonal skills
- N. Strategic skills
- O. Management skills
- P. Personal characteristics

## *Leadership Behaviors*

### **A. Thinking strategically/visionary**

1. Creates and translates future vision and strategies into actionable plans and goals
2. Anticipates potential obstacles and opportunities and develops plans accordingly
3. Actively scans environment; sees the “big picture” and takes action when needed
4. Develops long-term approaches on problems and opportunities
5. Gains commitment to strategies by exchanging ideas and incorporating feedback
6. Displays ownership of and interest in the mission of the university
7. Analyzes other organizations to identify and use their best practices

### **B. Leading change**

1. Champions change initiatives that are aligned with strategic direction and institutional priorities
2. Acknowledges and challenges the status quo and paves the way for needed change
3. Advocates for change through formal and informal channels
4. Manages implementation of change by understanding and addressing the impact of change on cultures, systems and people
5. Provides resources, removes barriers, and acts as an advocate for those initiating change
6. Identifies and understands areas of potential support for change as well as resistance to change
7. Considers and honors past contributions of others when leading change

### **C. Communicating**

1. Anticipates, notices, interprets, and responds appropriately and in a timely manner to the feelings and needs of others
2. Expresses thoughts persuasively using verbal and non-verbal methods
3. Seeks feedback and encourages candid communication
4. Solicits ideas and shares knowledge and information with staff and others
5. Encourages / rewards diversity of opinion in analyzing and discussing issues and opportunities
6. Practices active listening
7. Provides candid feedback, positive and critical, both to appropriate faculty/staff and leadership
8. Adjusts communication style based on audience and situation

### **D. Building interpersonal relationships**

1. Anticipates, notices, interprets, and responds timely and appropriately to the feelings and needs of others
2. Fosters a caring and positive work environment
3. Treats others with tact, dignity, respect, sensitivity and compassion
4. Strives for openness and truthfulness in relationships with subordinates and associates
5. Displays awareness of own feelings, behaviors, values and their impact on others

**E. Fostering organizational relationships**

1. Develops networks and builds alliances
2. Finds common ground and mutually agreeable solutions with a wide range of stakeholders
3. Collaborates across varied boundaries to support shared initiatives and interests
4. Establishes partnerships in setting and working toward goals
5. Goes above and beyond what is expected to benefit organization
6. Helps other units
7. Respects and supports the roles of other units

**F. Demonstrating integrity, courage and organizational stewardship**

1. Behaves appropriately with discretion and candor
2. Behaves consistently with appropriate fairness
3. Advocates for internal or external stakeholders or interest groups whose views or interests are not represented
4. Makes difficult decisions in the face of obstacles or challenges
5. Follows through on commitments
6. Demonstrates confidence and strength of one's convictions
7. Assumes responsibility for errors and makes changes
8. Considers common good, even to the detriment of own unit or self

**G. Expanding organizational capabilities**

1. Creates an environment where information, expertise, and experience are valued and used
2. Invests time and resources to help others gain skills and knowledge
3. Acts on evaluative feedback from others
4. Perseveres, remains positive and bounces back after failures or disappointments
5. Identifies opportunities for organizational improvement
6. Embraces and applies new knowledge, techniques, and practices
7. Evaluates and utilizes information in making decisions that advance broader organizational goals
8. Demonstrates a strong personal capacity for learning new aspects of the organization
9. Fosters an environment where learning is valued
10. Obtains financial, material, or other resources from internal and external constituencies (e.g., grants, endowments, charitable gifts)

## **H. Managing**

1. Stretches, empowers, and develops people in light of individual motivations, interests, and current work situations
2. Acknowledges contributions and celebrates the successes of others regularly
3. Holds people accountable for their behaviors, decisions and results
4. Conveys a sense of urgency and drives issues to closure
5. Anticipates stakeholder, client, and staff needs and takes action to meet them
6. Attracts highly talented people with broad capabilities
7. Assigns the right people to the right roles
8. Delegates responsibility, authority, and decisions when appropriate
9. Plans and implements short-term goals to achieve long-term objectives
10. Uses relevant facts to measure and track progress toward achievement of individual, unit, and university goals
11. Focuses on results
12. Mentors and coaches others
13. Leverages resources (material, people, financial) to maximize capacity and optimize results

## **I. Leveraging Diversity**

1. Establishes and maintains effective working relationships with people from diverse backgrounds
2. Promotes an environment where differences are valued and encouraged
3. Recruits, develops, and retains a high-quality, diverse workforce and/or student body
4. Encourages a greater understanding of diversity
5. Influences the university culture in ways that value and support diversity
6. Uses bias-free communication

## *Skill and Personal Characteristics*

### **J. Basic skills: Developed capacities that facilitate learning or the more rapid acquisition of knowledge**

1. Written Comprehension: Read and understand information and ideas presented in writing
2. Written Expression: Communicate information and ideas in writing so others will understand
3. Oral Expression: Communicate information and ideas in speaking so others will understand
4. Active Listening: Giving full attention to what others are saying, not interrupting at inappropriate times, and acknowledging an understanding of information communicated
5. Presentation: Communicate and summarize information concisely in front of an audience with and without advance planning
6. Subject Matter Expertise: Knowledge of field where one is currently working (e.g., academic discipline, business operation, etc.)

### **K. Improvement Skills: Developed capacities used to improve self**

1. Learning Strategies: Selecting and using training/instructional methods and procedures appropriate for the situation when learning new things
2. Self Assessment: Assessing performance of yourself to make improvements or take corrective action
3. Self Development: Identifying own strengths and limitations; managing and monitoring one's own learning and development

### **L. Problem-solving skills: Developed capacities used to solve novel, ill-defined problems in complex, real-world settings**

1. Active Learning: Continually evaluating new information for current and future problem-solving and decision-making
2. Problem Identification: Identifying the nature of problems; gathering and structuring information
3. Analyzing and Solving Problems: Developing and analyzing potential solutions to problems
4. Critical Thinking: Using logic and reasoning to identify the strengths and weaknesses of solutions, conclusions, or approaches to problems

### **M. Interpersonal skills: Developed capacities used to work with people to achieve goals**

1. Social Perceptiveness: Being aware of others' reactions and understanding why they react the way they do
2. Coordination: Adjusting actions in relation to others' actions
3. Persuasion: Convincing others to approach things differently
4. Negotiation: Working with others to reconcile differences
5. Instructing: Teaching others how to do something
6. Service Orientation: Actively looking for ways to help people

**N. Strategic skills: Developed capacities used to understand, monitor, and improve organizational systems (i.e., how people, processes, structures, practices influence each other)**

1. Monitoring: Monitoring/Assessing organizational performance and making improvements or taking corrective action
2. Visioning: Developing an image of how a system could or should work
3. Systems Perception: Determining when important changes have occurred in a system or are likely to occur
4. Identification of Downstream consequences: Determining the short-term and long-term outcomes of changes
5. Identification of Key Causes: Identifying the things that must be changed to achieve a goal
6. Judgment and Decision Making: Considering the relative advantages and disadvantages of potential actions to choose the most appropriate one
7. Systems Evaluation: Identifying and assessing indicators of system performance, and determining their impact on the system

**O. Management skills: Developed capacities used to acquire and allocate resources efficiently**

1. Organizing and Planning: Organizing and structuring work for effective performance and goal attainment
2. Time Management: Managing one's own time and the time of others
3. Management of Financial Resources: Determining how money will be spent to get the work done and accounting for these expenditures
4. Management of Material Resources: Obtaining and appropriately using equipment, facilities, and materials needed to do work
5. Management of People Resources: Motivating, developing, and directing people as they work, identifying the best people for the job

**P. Personal Characteristics**

1. Achievement/Effort: Establishing and maintaining personally challenging achievement goals and exerting effort toward task mastery
2. Initiative: Proactively identifying and being willing to take on job responsibilities/challenges
3. Energy: Energy and stamina to accomplish work tasks.
4. Leadership Orientation: Willingness to lead, take charge, and offer opinions and direction with decisiveness and confidence
5. Self-Control: Maintaining composure and keeping emotions in check even in very difficult/high stress situations
6. Adaptability: Being open to change and variety; adjust to others or to changing situations
7. Dependability: Being reliable, responsible, and fulfilling obligations
8. Attention to Detail: Being careful about detail and thorough in completing responsibilities
9. Integrity: Being honest, truthful, and ethical
10. Innovative: Possesses creativity and resourcefulness
11. Empathy: Capacity for identifying, understanding, and relating to another's feeling and ideas
12. Courage: Being willing to do what is right for the institution, even in the face of resistance
13. Enthusiasm: Possesses strong passion and excitement about people, jobs, and organizational goals and objectives
14. Dedication: Capacity to commit to and support MSU
15. Multitasking: Capacity for managing multiple priorities
16. Humor: Capability to perceive, enjoy, or express what is comical or funny
17. Optimism: Tendency to expect the best possible outcome or dwell on the most hopeful aspects of a situation
18. Humility: Being modest
19. Action orientation: Possesses a bias for action, even in the face of uncertainty