

# 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.