

Leadership Evaluation Guidelines

Behaviors/Values to Measure “HOW”

- Vision – Clearly and simply communicates the Strategic Plan and their own division vision. Inspires and energizes others to commit to the Strategic Plan. Leads by example.
- Ownership – Reinforces the Strategic Plan in all operational activities. Communicates organization's challenges in a positive manner. Uses expertise to effectively influence the behavior/decisions of College leadership. Accept responsibility for failures and successes.
- Constituent Focused – Listens to their constituency and assigns the highest priority to their satisfaction, including internal constituencies. Demonstrated broad campus knowledge/perspective with other departments and leaders. Breaks down barriers and develops influential relationships across campus. Makes decisions, which reflect the campus, President and Board of Trustee perspectives.
- Accountability/Integrity – Adheres to highest standards of ethics. Follows and promotes campus policies and procedures (“does the right thing”). Actions consistent with words (“walk the talk”). Absolutely trusted by others. Delivers on commitments to constituents, leaders and employees. Demonstrates courage/self-confidence to stand for beliefs, ideas, and staff.
- Inspires Excellence – Continuously seeks new ways to improve the work environment both practices and processes. Strives to improve her/his own areas of relative weakness and assumes responsibilities for own mistakes. Sets challenging standards and expectations for excellent performance. Recognizes and rewards achievement. Fully utilizes team members of all cultures, races and genders.
- Positively Stimulates Change – Creates real and positive change. Sees change as an opportunity. Questions the status quo. Implements new and better ways of doing things. Promotes alternative points of view as being essential to positive change.
- Teamwork – Functions effectively both as a leader and as a team member. Respects the talent and contributions of all team members. Creates an environment where everyone feels able to participate. Links goals of own organization, team members with Strategic Plan. Respects diversity of opinion in constituency, peers, and subordinates. Enthusiastically supports the team, even during bad times. Assumes responsibility for the team's mistakes. Settles problems without alienating others.
- Self-Confidence – Acknowledges strengths and limitations, seeks candid feedback from peers. Maintains an even disposition when things are not going well. Treats all others with respect, fairness and dignity. Shares problems and concerns openly and honestly. Shares information across traditional boundaries and is open to new ideas.
- Communications – Explains Strategic Plan and other College initiatives and messages to members of organization. Communicates in an open, candid, clear, complete, consistent, interactive manner – initiates response/discussion. Listens effectively, demonstrates genuine interest in others.
- Development Skills – Structures jobs/assignments for employee development and growth. Shares knowledge, information and expertise with team members. Positively sets challenging goals that stretch current performance levels and drives new skill development. Gives frequent, candid coaching/feedback on performance and career development. Documents results. Treats everyone with dignity, trust and respect.
- Motivation – Motivates others around them to perform and behave at their highest level. Inspires through words and actions.
- Empowerment – Delegates important tasks, not just what she/he does not want to do. Gives authority commensurate with responsibility, and resources necessary to get the job done. Promotes visibility of staff/team members and peers, gives credit where due. Fully utilizes diversity of team members to achieve departmental and campus success.