

LEADERSHIP MODEL

INSTRUCTIONS:

- *Score each section with the descriptor listed below. Bullets are illustrative of types of behavior
- *Score all six categories

Customer Focus: *I will give our customers and their needs my highest priority*

| Does Not Perform | Expected Performance | Expert Performance |
|--|---|--|
| <ul style="list-style-type: none"> ▪ Avoids customer requests or needs ▪ Avoids additional responsibility and commitment to fully meeting a customer's needs ▪ Does not ask appropriate questions of customer to identify needs | <ul style="list-style-type: none"> ▪ Stays accessible to provide assistance and support when needed ▪ Takes responsibility to ensure customer satisfaction despite time pressures and significant obstacles ▪ Actively listens and asks questions that pinpoint customer needs | <ul style="list-style-type: none"> ▪ Anticipates customer needs and responds appropriately before the situation necessitates action ▪ Finds creative and effective ways to ensure that the customer perspective is at the forefront of all decisions and initiatives ▪ Assesses and evaluates the needs of customers to improve systems and processes |

Problem Solving: *I will take responsibility for finding a solution to any problem or complaint*

| Does Not Perform | Expected Performance | Expert Performance |
|--|---|--|
| <ul style="list-style-type: none"> ▪ Waits for others to take the lead to address problems ▪ Uses first available (not necessarily most appropriate) resources when faced with problems/challenges ▪ Avoids discussion regarding handling of existing problems. Fails to provide timely and honest feedback | <ul style="list-style-type: none"> ▪ Takes ownership of problems until resolved ▪ Uses appropriate resources to help solve problems effectively and efficiently ▪ Willingly participates in discussions on how problems are resolved and provides timely and honest feedback | <ul style="list-style-type: none"> ▪ Recognizes and addresses systematic problems negatively impacting customer satisfaction ▪ Tries new methods and resources for addressing problems or complaints. Generates simple solutions to complex problems quickly and with minimal confusion ▪ Discusses problems promptly and helps others learn from experience by teaching them to examine reasons for success or failure |

Accountability: *I will do my part to ensure the success of my organization*

| Does Not Perform | Expected Performance | Expert Performance |
|---|--|--|
| <ul style="list-style-type: none"> ▪ Becomes discouraged or loses temper when faced with obstacles, conflict or uncertainty ▪ Unwilling to shift directions or compromise even when in the best interests of the organization ▪ Ignores departmental policies and procedures when interacting with customers or co-workers | <ul style="list-style-type: none"> ▪ Works to make progress despite obstacles or active resistance ▪ Willingly accepts challenging assignments. Works to support changes that may be disagreeable ▪ Follows departmental policies and procedures. Willingly adapts to new policies and guidelines ▪ Asks for feedback and supports peers | <ul style="list-style-type: none"> ▪ Persists until personal and team goals are achieved, regardless of obstacles, but also knows when to back away ▪ Seeks out challenging opportunities and enjoys overcoming obstacles ▪ Has low tolerance for poor performers ▪ Establishes, agrees and communicates standards of performance and behavior |

Service Excellence: *We provide excellent and professional Service*

| Does Not Perform | Expected Performance | Expert Performance |
|--|---|--|
| <ul style="list-style-type: none"> ▪ Shows lack of concern for achieving personal and organizational performance expectations ▪ Does not consistently apply prescribed safety standards ▪ Makes minimal effort to keep workplace clean and not present a professional image ▪ Exhibits unpleasant and discourteous behavior in customer interactions | <ul style="list-style-type: none"> ▪ Holds self and others accountable for achieving performance expectations ▪ Demonstrates safe working practices and maintains cleanliness of work environment ▪ Dresses and behaves in a neat and professional manner ▪ Celebrates excellent service accomplishments ▪ Exhibits pleasant and amiable behavior in customer interactions | <ul style="list-style-type: none"> ▪ Works to exceed and helps others exceed existing performance expectations ▪ Anticipates potential safety problems or obstacles and develops contingency plans to overcome them ▪ Constantly provides feedback to the group on safety, cleanliness, neatness and professionalism ▪ Seeks input and feedback from the group regarding dress code and professional image |

Respect for others: *We treat others as we wish to be treated*

| Does Not Perform | Expected Performance | Expert Performance |
|--|--|--|
| <ul style="list-style-type: none"> ▪ Treats people differently based on position, personal style or background ▪ Hides or uses information unfairly to gain personal advantage ▪ Shows insensitivity, lack of awareness or lack of respect to others ▪ Discusses sensitive information inappropriately ▪ Personal behavior is not consistent when you are with co-workers, managers and customers | <ul style="list-style-type: none"> ▪ Treats all others fairly and with respect ▪ Provides open and honest communication to peers, customers and all members of the Vanderbilt Community ▪ Notices others performance and provides positive feedback ▪ Maintains the confidentiality of peer and customer information ▪ Recognizes individual and team successes. Helps to make the work environment enjoyable | <ul style="list-style-type: none"> ▪ Values and helps others appreciate individual differences ▪ Uses words and actions to create a positive impact on other people and outcomes ▪ Recognizes individual and team accomplishments. Helps to make the work environment enjoyable. ▪ Ensure that your team members know you can be trusted ▪ Identifies and acts to eliminate risks to the confidentiality and rights of co-workers and customers |

Continuous Improvement: *We continuously evaluate and improve our performance*

| Does Not Perform | Expected Performance | Expert Performance |
|---|--|---|
| <ul style="list-style-type: none"> ▪ Does not accept existing policies and practices as standard. Does not look for improvements ▪ Resists learning new approaches and acquiring needed skills ▪ Does not apply cost and efficiency improvements ▪ Does not accept new ideas and concepts ▪ Resistant to creative problems solving and experimentation | <ul style="list-style-type: none"> ▪ Works to do things better, faster or more efficiently ▪ Continually updates knowledge and skills. Seeks out opportunities to gain additional job-related skills and experience ▪ Works to eliminate unneeded procedures and duplicate efforts ▪ Solves problems through creativity and experimentation ▪ Accepts and explores new ideas and concepts | <ul style="list-style-type: none"> ▪ Continuously reviews how things are done and seeks new ways to improve quality and/or efficiency ▪ Shares own expertise and best practices with others. Seeks out opportunities to enhance understanding of related disciplines ▪ Identifies productive uses or cost savings for underutilized facilities, equipment and supplies ▪ Be a role model and promote a culture of continuous excellence |