

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

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

**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"> <li>▪ Becomes discouraged or loses temper when faced with obstacles, conflict or uncertainty</li> <li>▪ Unwilling to shift directions or compromise even when in the best interests of the organization</li> <li>▪ Ignores departmental policies and procedures when interacting with customers or co-workers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Works to make progress despite obstacles or active resistance</li> <li>▪ Willingly accepts challenging assignments. Works to support changes that may be disagreeable</li> <li>▪ Follows departmental policies and procedures. Willingly adapts to new policies and guidelines</li> <li>▪ Asks for feedback and supports peers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Persists until personal and team goals are achieved, regardless of obstacles, but also knows when to back away</li> <li>▪ Seeks out challenging opportunities and enjoys overcoming obstacles</li> <li>▪ Has low tolerance for poor performers</li> <li>▪ Establishes, agrees and communicates standards of performance and behavior</li> </ul>

**Service Excellence: *We provide excellent and professional Service***

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

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

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

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