



SUCCESS FACTORS

ACCOUNTABILITY: *Owns decisions, outcomes, work products, etc. that are within the scope of one's role.*

- **Works through Issues** – Recognizes that the work is about successful outcomes. If things aren't going well, outcomes suffer. Is willing to have crucial conversations if things aren't going well. Doesn't just complain to management...does everything possible to remedy the situation directly first.
- **Reliable** – Does what they say they will do, when they say they will do it. Shows up for work when expected. Doesn't push the burden of work volume or deadlines to others.
- **Integrity** – Holds oneself accountable; takes responsibility for failures as well as successes, recognizes that trust is required to hold a team together.
- **Acceptance of Feedback** – Takes constructive criticism with grace, and makes improvements without taking it personally or holding grudges. When wrong, owns it – freely admits mistakes.

COLLABORATION: *Works inclusively to build trust and accomplish tasks, goals, and initiatives. Understands, anticipates, and appropriately responds to internal and/or external customers' needs.*

- **Optimism** – Is friendly, and polite. Comes in to work with a good attitude.
- **Teamwork** – Genuinely values teamwork and co-workers; makes them feel valuable and important by acknowledging what they do well. Doesn't expect from others effort that one is unwilling to do themselves. Finds ways to acknowledge other's strong suits.
- **Honest and Transparent** – Doesn't have hidden agendas. Doesn't play people against each other. Is authentic and forthright.
- **Helpful Nature** – Offers to help lighten the load for others in times of need. Volunteers rather than waiting to be asked. Understands that almost no one works in a silo and needs the help of others to do their job well; recognizes that by helping others first, others will likely reciprocate.

COMMUNICATION: *Provides information clearly and accurately in various settings, ensuring understanding and participation. Understands how best to present information to different audiences and understands how information may be perceived.*

- **Shares** – Shares information. Communicates proactively. Transmits knowledge; recognizes that "knowledge is power" is less effective than "sharing knowledge is power." Asks for advice, and considers it thoughtfully.
- **Is Nice** – Asks caring, interested questions and is a good listener. Sends appropriate notes of thanks to others who have helped. Avoids gossip or saying negative things about co-workers. Patient and generous. Makes suggestions rather than stating hard and fast opinions. Avoids being negative, sarcastic, and cynical.
- **Praises Publicly; Criticizes Privately** – When dealing with a difficult co-workers or customers, keeps a cool head. Gives credit where credit is due.
- **Responds Promptly** – Recognizes that when emails and phone messages aren't returned in a timely way, it sends the message that the other party is not important. Responds even if just to acknowledge receipt and provide a timeframe by which the requester can expect a full response.

DRIVE & GRIT: *Is focused on professional excellence and strives to facilitate and support the same for colleagues in and outside their team, effectively manages through challenges and opportunities while seeking to understand and learn from professional experiences.*

- **Perspective** – Maintains a sense of humor and perspective. Can laugh first and foremost at oneself.

- **Raises the Bar** – Expects and delivers excellence. Is a creative problem solver. Is proactive. Welcomes input on making things better. Places a high value on learning and getting better.
- **Resilience** – Is resilient in the face of daunting challenges and setbacks; bounces back readily.
- **Adaptability** – Reads cues and adapt accordingly. Adjusts style and approach to accommodate the styles and needs of others. Can anticipate and effectively de-escalate potential conflicts.

ENGAGED: *Appreciates the values and mission of the organization, works to contribute to the university, and understands how their work affects the university and university community.*

- **Eager** – Enthusiastic, wanting to learn, wanting to continue one's personal and professional development and expertise.
- **Hard-Working** – Is industrious as well as efficient (busy isn't the same as productive). Can juggle multiple competing priorities simultaneously without becoming overwhelmed.
- **Believes** – Believes in the work being done and in the importance of the organization's mission.
- **Creative Thinking** – Goes beyond the boundaries of the job description, willingly takes on new challenges, and finds creative solutions rather than always awaiting direct instructions.

JUDGMENT & PROFESSIONAL ACUMEN: *Makes appropriate decisions and evaluates risk and uncertainty to create ideal outcomes, exhibits an eye for the macro and the micro, and works to ensure others are able to do the same.*

- **Autonomous** – Self-managing; self-motivated. Manages time, activities and outcomes well so that progress stays on track.
- **Maturity** -- Exhibits professional maturity; doesn't pass the buck to dodge accountability; doesn't engage in petty office politics or inappropriate social conduct.
- **Detail-Oriented** – Even small mistakes can create big issues; attention to detail work indicates care about the outcomes.

Assumes the Best – Assumes that others are working as hard as you are on things that are as important as what you are working on.