



SUCCESS FACTORS FOR LEADERS

ACCOUNTABILITY AND EXECUTION

- Holds everyone in the workgroup accountable for accomplishing the outcomes of the unit.
- Owns the outcomes for the work unit and doesn't throw subordinates under the bus if things go wrong.
- Practices what they preach; doesn't set expectations of others that they don't live up to themselves.
- Pitches in to help the team when it really needs help.

COACHING AND DEVELOPING STAFF/ NURTURING A TEAM

- Ensures that team members have the tools and resources to do the job.
- Praises publicly. Is genuinely appreciative of the accomplishments of members of the team.
- Criticizes privately. Focuses more on how to do it better next time than how it went wrong this time.
- Willingly shares expertise with team members; actively coaches.
- Is clear with the deliverables and outcomes needed, but allows members of the team to tackle the problems in the way they see fit, without micromanaging every process. Understands that the destination – rather than the exact route – is what's important.
- Cares about their employees as people, not just as "resources."
- Makes this a fun place to work. Enhances comradery, builds trust, and invites members of the work group to be their authentic selves.
- Addresses problems among the workgroup when they arise, rather than letting them fester.

DECISION-MAKING

- Makes decisions, even in the face of incomplete information, rather than avoiding making decisions.
- Seeks first to understand before making decisions. Solicits input from a diverse group of others including members of the work group, other stakeholders, and naysayers/critics, when faced with complex challenges, before making a decision. Identifies options and considers pros and cons of each option. Lets others know where they are in their decision-making process.

PERSONAL LEARNING

- Thinks creatively when tackling a challenge; questions the status quo in search of better ways. Looks for insights, assesses risks.
- Is willing to course-correct if things aren't going as planned, even after decisions have been made and communicated.
- Welcomes inquiry and recognizes mistakes as learning opportunities.
- Is willing to learn from their direct reports.

SETTING AND COMMUNICATING STRATEGY AND DIRECTION

- Shares a clear vision for the work of the unit, and is clear about what outcomes are expected.
- Provides clear guidance and direction, doesn't change direction with the wind. Communicates in ways that are clear and succinct, rather than confusing or ambiguous.
- Communicates early and often, even as information is evolving.
- Champions the work unit's cause, and makes a compelling business case for its needs.

COMMITMENT TO VANDERBILT'S CULTURE OF DIVERSITY AND INCLUSION

- Foster, promote, support and drive inclusion in the organization including providing learning opportunities and awareness of best practices
- Model and advocate for inclusive behavior and influence others to promote, embrace, and progress diversity and inclusion
- Manage and support differences within diverse groups
- Hire and assess performance and capabilities in an inclusive way
- Model cultural humility and curiosity as a method of expanding your knowledge about other communities and cultures