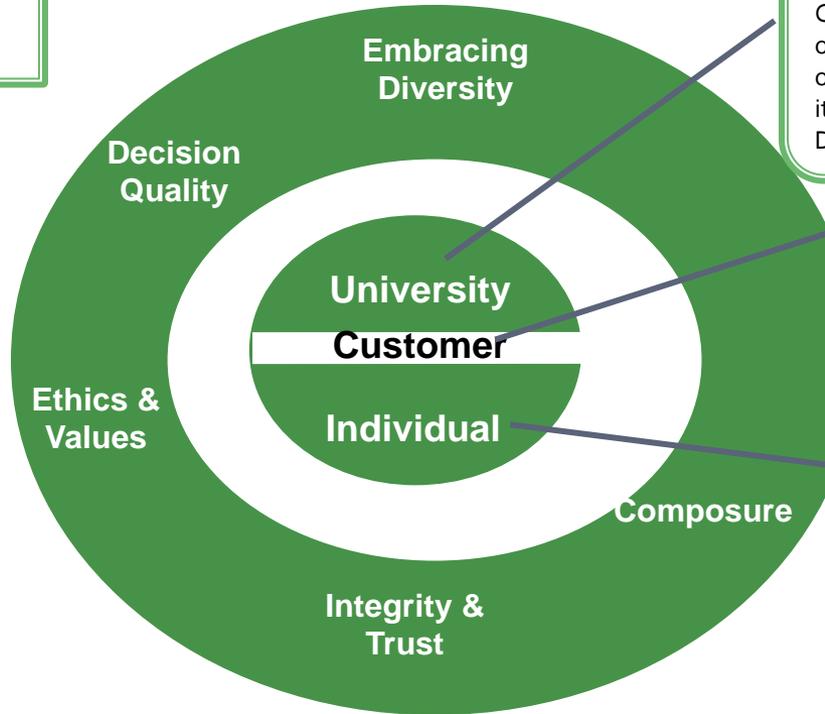


Core Leadership Competencies

Individual Contributor Model

5 Core Competencies



University Component

Competencies key to improving individual and organizational performance. Enable the organization to highlight and focus on behavior it would like to encourage and reward. Distinguishes good from great.

Customer Component

Competencies key to ensuring sustainable, long-term relationships with internal and external customers. Provide a common language so customers understand the behaviors that are valued and expected.

Individual Component

Competencies key to enabling specific training and development needs. Critical in the assessment of an employee's potential, performance and career development.

EMU Individual Contributor Model

Dealing with Ambiguity

Customer Focus

Time Management

Functional/Technical Skills

Drive for Results

Organizing

Peer Relationships

Listening

Problem Solving

Interpersonal Savvy

Individual Contributor Leadership Competency Model

Dealing with Ambiguity (2)

Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.

Functional/Technical Skills (24)

Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.

Peer Relationships (42)

Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can solve problems with peers with a minimum of noise; is seen as a team player and is cooperative; easily gains trust and support of peers; encourages collaboration; can be candid with peers.

Problem Solving (51)

Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.

Customer Focus (15)

Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust.

Drive for Results (53)

Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.

Listening (33)

Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees.

Interpersonal Savvy (31)

Relates well to all kinds of people, up, down, and sideways, inside and outside the organization; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can diffuse even high-tension situations comfortably.

Time Management (62)

Use his/her time effectively and efficiently; values time; concentrates his/her efforts on the more important priorities; gets more done in less time than others; can attend to a broader range of activities.

Organizing (39)

Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently; arranges information and files in a useful manner.