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**Cal State University East Bay**

**Leadership Practice Profile**

**Communication**

*Leaders clearly articulate what they want and expect from others. They express their thoughts and ideas clearly and provide a precise and constant flow of information to others.*

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| * Carefully plan and prepare for pivotal conversations.
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| * Use multiple forms of communication appropriate for the specific audience.
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| * Actively listen; listen with curiosity – to learn.
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| * Be open to diverse opinions.
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| * Be honest and transparent in communicating all appropriate information; freely share information that may be helpful without being asked.
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| * Be clear and very explicit about expectations and priorities; always offer specifics and examples.
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| * Conduct regular meetings with the team and relevant stakeholders.
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| * Provide regular status reports regarding critical projects.
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| * Explain the logic and rationale behind decisions; provide context and frame conversations.
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| * Thank people for their accomplishments and their work.
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| **Others:** |  |

**Cooperation**

*Leaders should be helpful and willing to help others achieve their goals / objectives, while achieving their own, in order to accommodate the needs and interest of their colleagues as well as the larger organization.*

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| * Participate as a “University Citizen.”
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| * Think broadly and consider needs regarding other departments and divisions – university wide
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| * Analyze issues systemically.
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| * Listen actively to others to learn needs and interests.
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| * Clarify assumptions.
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| * Build an atmosphere of trust.
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| * Distribute information freely; demonstrating transparency.
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| * Look for ways to create common goals and opportunities for working together across departments / divisions.
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| * Work toward creating win-win solutions to issues.
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| * Offer assistance and resources to others when possible for mutual success.
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| **Others:** |  |

**Delegation**

*Leaders enlist and develop the talents of others to help meet organizational objectives by giving them important activities and sufficient autonomy to exercise their own judgment.*

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| * Create opportunities for individuals to assume delegated authority.
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| * Empower people to manage work and make decisions.
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| * Develop long term succession plans and use delegation for developing people for those plans.
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| * Assess strengths and needs of staff and delegate assignments accordingly.
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| * Formalize plan and document level of delegated authority and expectations.
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| * Monitor progress and success providing ongoing feedback.
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| * Assist with prioritization of work assignments.
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| * Encourage and challenge people to do more outside of their comfort zone.
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| * Work with individuals / coach them to help them in the learning process.
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| * Support delegation plan to ensure success; provide appropriate resources needed.
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| * Remove any obstacles to others being successful.
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| * When delegating, accept that others may take a different approach to get to the agreed upon goal.
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| * Publicly acknowledge work and achievement of others.
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| * Accept ultimate responsibility for outcome – successes and failures.
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| **Others:** |  |

**Empathy**

*Leaders demonstrate an active concern for people and their needs by forming close and supportive relationships with others.*

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| * Set aside time to assess the climate for employees.
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| * Communicate concern for the well-being of people and the importance of being generous and kind.
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| * Set aside significant time to meet with staff and really listen to their concerns and issues.
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| * Cultivate a caring, supportive work community.
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| * Understand the pressures and emotional reactions caused by the tasks you ask people to perform.
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| * Ask people what they need and how they can be supported.
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| * Use a variety of skills and approaches to support others as appropriate.
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| * Use positive, caring language in public meetings.
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| * Consider whole person when making decisions; ask, “What is the impact on people?”
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| **Others:** |  |

**Feedback**

*Leaders provide others with frequent, specific, and timely feedback. They let others know, in a straightforward manner, how well they have performed and if they have met his / her needs and expectations.*

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| * Encourage a culture that actively seeks feedback.
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| * Encourage two way feedback.
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| * Provide honest, direct feedback in a respectful, caring way to all constituents (including bosses, peers, direct reports and outside stakeholders.)
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| * Expect and encourage others to provide honest and direct feedback in a respectful caring way to all constituents.
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| * Respect privacy; discuss difficult issues behind closed doors.
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| * Recognize the positive as well as areas needing improvement.
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| * Give feedback in a timely manner; make it a part of normal conversation.
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| * Provide clear and constructive criteria for performance management.
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| * Follow up on feedback given to check in with the person’s receptivity.
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| * Appropriately document feedback both positive and negative.
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| * Implement change based on feedback from others and communicate changes not able to be implemented.
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| **Others:** |  |

**Innovative**

*Leaders feel comfortable in fast-changing environments, and are willing to take risks and consider new* and *untested approaches. They foster a climate of innovation and are open to new ideas.*

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| * Celebrate and recognize creative thinking and unique ideas.
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| * Seek best practices from others and other places.
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| * Ask challenging questions in conversations and at meetings.
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| * Brainstorm questions as well as possible creative ideas and solutions.
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| * Accept there will always be risks and be willing to take them; accept mistakes – always ask what was learned.
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| * Question assumptions; defer judgment.
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| * In discussions, focus on solutions instead of problems.
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| * Involve staff from all levels in creative brainstorming efforts; ask teams to hypothesize alternative solutions to issues.
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| **Others:** |  |

**Leadership Presence**

*Leaders seek to exert influence by taking responsibility, exercising authority, and leading and directing the efforts of others.*

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| * Actively promote and support Cal State’s vision, mission, strategy, and objectives.
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| * Be vocal about expectations regarding performance and competencies (knowledge, skills and behaviors) needed.
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| * Make the decision making process transparent to others; defining “why” decisions are made.
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| * Model behavior you want from others.
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| * Keep staff focused on unit’s goals and objectives; define clear metrics, timelines, and deliverables.
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| * Encourage opportunities for leaders to come together, collaborate, and share experiences and knowledge.
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| * Be able to facilitate meetings to ensure efficiency and full engagement from others.
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| * Recognize leadership of those not necessarily in leadership functions, but how those functions are carried out – people + process = results.
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| * Look for and seize opportunities to volunteer for new tasks, assignments, initiatives.
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| * Accept full responsibility for actions and decisions.
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| * Be approachable; create an open environment / open door policy.
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| * Actively seek feedback from others to learn more about own leadership style and competencies.
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| * Stay current and well-informed.
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| * Communicate values and beliefs with passion.
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| * Be organized and timely; follow through on commitments.
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| * Reflect on own strengths and needs to improve as a leader; seek training / coaching as needed to improve skills
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| **Others:** |  |

**Passion**

*Leaders operate with a good deal of positive energy. They display their enthusiasm, and have a capacity for keeping others enthusiastic, involved, and engaged.*

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| * Model enthusiasm; enter each meeting with a positive attitude.
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| * Use humor and storytelling to elicit engagement.
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| * Talk with people by phone or in person to connect energetically to others; be available for fun events.
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| * Enthusiastically communicate vision and direction to build excitement from others.
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| * Elicit ideas, participation, and collaboration from team in building vision and strategy.
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| * Explain why decisions are made and why some ideas are not adopted.
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| * Demonstrate a positive attitude around challenging issues; frame challenges as opportunities.
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| * Actively involve staff in activities outside of their own individual function.
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| * Actively celebrate achievements and successes.
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| **Others:** |  |

**Strategic**

*Leaders take a long range, broad approach to problem solving and decision making through objective analysis, thinking ahead, and planning.*

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| * Look to the long-term in planning; be proactive-anticipating concerns/issues/risks/opportunities.
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| * Develop long term succession plans.
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| * Maximize use of available information / data to inform decisions.
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| * Consider long term effects, even when making short term decisions.
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| * Analyze trends that are occurring inside and outside the Organization.
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| * Focus on possibilities to progress toward future outcomes.
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| * Develop and articulate clear and succinct vision, mission, and strategy.
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| * Ask for reasons why; ask challenging questions to rethink issues and challenges.
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| * Demonstrates appropriate judgment and discretion in applied decision making and action.
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| * Hold regularly scheduled meetings with team to assess plans, coordinate efforts, and share new information that should be incorporated into strategies.
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| * Publicly express vision and strategy to the team and Organization and other stakeholders.
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| * Frame issues and performance around vision, mission and strategy; make linkages and be explicit about how individual’s work ties to strategy.
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| **Others:** |  |