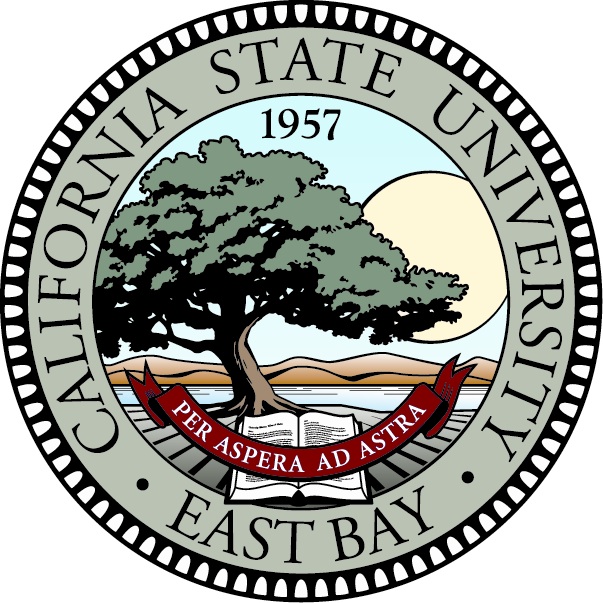
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**Cal State University East Bay**

**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. |  |
| * Use multiple forms of communication appropriate for the specific audience. |  |
| * Actively listen; listen with curiosity – to learn. |  |
| * Be open to diverse opinions. |  |
| * Be honest and transparent in communicating all appropriate information; freely share information that may be helpful without being asked. |  |
| * Be clear and very explicit about expectations and priorities; always offer specifics and examples. |  |
| * Conduct regular meetings with the team and relevant stakeholders. |  |
| * Provide regular status reports regarding critical projects. |  |
| * Explain the logic and rationale behind decisions; provide context and frame conversations. |  |
| * Thank people for their accomplishments and their work. |  |
| **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.” |  |
| * Think broadly and consider needs regarding other departments and divisions – university wide |  |
| * Analyze issues systemically. |  |
| * Listen actively to others to learn needs and interests. |  |
| * Clarify assumptions. |  |
| * Build an atmosphere of trust. |  |
| * Distribute information freely; demonstrating transparency. |  |
| * Look for ways to create common goals and opportunities for working together across departments / divisions. |  |
| * Work toward creating win-win solutions to issues. |  |
| * Offer assistance and resources to others when possible for mutual success. |  |
| **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. |  |
| * Empower people to manage work and make decisions. |  |
| * Develop long term succession plans and use delegation for developing people for those plans. |  |
| * Assess strengths and needs of staff and delegate assignments accordingly. |  |
| * Formalize plan and document level of delegated authority and expectations. |  |
| * Monitor progress and success providing ongoing feedback. |  |
| * Assist with prioritization of work assignments. |  |
| * Encourage and challenge people to do more outside of their comfort zone. |  |
| * Work with individuals / coach them to help them in the learning process. |  |
| * Support delegation plan to ensure success; provide appropriate resources needed. |  |
| * Remove any obstacles to others being successful. |  |
| * When delegating, accept that others may take a different approach to get to the agreed upon goal. |  |
| * Publicly acknowledge work and achievement of others. |  |
| * Accept ultimate responsibility for outcome – successes and failures. |  |
| **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. |  |
| * Communicate concern for the well-being of people and the importance of being generous and kind. |  |
| * Set aside significant time to meet with staff and really listen to their concerns and issues. |  |
| * Cultivate a caring, supportive work community. |  |
| * Understand the pressures and emotional reactions caused by the tasks you ask people to perform. |  |
| * Ask people what they need and how they can be supported. |  |
| * Use a variety of skills and approaches to support others as appropriate. |  |
| * Use positive, caring language in public meetings. |  |
| * Consider whole person when making decisions; ask, “What is the impact on people?” |  |
| **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. |  |
| * Encourage two way feedback. |  |
| * Provide honest, direct feedback in a respectful, caring way to all constituents (including bosses, peers, direct reports and outside stakeholders.) |  |
| * Expect and encourage others to provide honest and direct feedback in a respectful caring way to all constituents. |  |
| * Respect privacy; discuss difficult issues behind closed doors. |  |
| * Recognize the positive as well as areas needing improvement. |  |
| * Give feedback in a timely manner; make it a part of normal conversation. |  |
| * Provide clear and constructive criteria for performance management. |  |
| * Follow up on feedback given to check in with the person’s receptivity. |  |
| * Appropriately document feedback both positive and negative. |  |
| * Implement change based on feedback from others and communicate changes not able to be implemented. |  |
| **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. |  |
| * Seek best practices from others and other places. |  |
| * Ask challenging questions in conversations and at meetings. |  |
| * Brainstorm questions as well as possible creative ideas and solutions. |  |
| * Accept there will always be risks and be willing to take them; accept mistakes – always ask what was learned. |  |
| * Question assumptions; defer judgment. |  |
| * In discussions, focus on solutions instead of problems. |  |
| * Involve staff from all levels in creative brainstorming efforts; ask teams to hypothesize alternative solutions to issues. |  |
| **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. |  |
| * Be vocal about expectations regarding performance and competencies (knowledge, skills and behaviors) needed. |  |
| * Make the decision making process transparent to others; defining “why” decisions are made. |  |
| * Model behavior you want from others. |  |
| * Keep staff focused on unit’s goals and objectives; define clear metrics, timelines, and deliverables. |  |
| * Encourage opportunities for leaders to come together, collaborate, and share experiences and knowledge. |  |
| * Be able to facilitate meetings to ensure efficiency and full engagement from others. |  |
| * Recognize leadership of those not necessarily in leadership functions, but how those functions are carried out – people + process = results. |  |
| * Look for and seize opportunities to volunteer for new tasks, assignments, initiatives. |  |
| * Accept full responsibility for actions and decisions. |  |
| * Be approachable; create an open environment / open door policy. |  |
| * Actively seek feedback from others to learn more about own leadership style and competencies. |  |
| * Stay current and well-informed. |  |
| * Communicate values and beliefs with passion. |  |
| * Be organized and timely; follow through on commitments. |  |
| * Reflect on own strengths and needs to improve as a leader; seek training / coaching as needed to improve skills |  |
| **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. |  |
| * Use humor and storytelling to elicit engagement. |  |
| * Talk with people by phone or in person to connect energetically to others; be available for fun events. |  |
| * Enthusiastically communicate vision and direction to build excitement from others. |  |
| * Elicit ideas, participation, and collaboration from team in building vision and strategy. |  |
| * Explain why decisions are made and why some ideas are not adopted. |  |
| * Demonstrate a positive attitude around challenging issues; frame challenges as opportunities. |  |
| * Actively involve staff in activities outside of their own individual function. |  |
| * Actively celebrate achievements and successes. |  |
| **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. |  |
| * Develop long term succession plans. |  |
| * Maximize use of available information / data to inform decisions. |  |
| * Consider long term effects, even when making short term decisions. |  |
| * Analyze trends that are occurring inside and outside the Organization. |  |
| * Focus on possibilities to progress toward future outcomes. |  |
| * Develop and articulate clear and succinct vision, mission, and strategy. |  |
| * Ask for reasons why; ask challenging questions to rethink issues and challenges. |  |
| * Demonstrates appropriate judgment and discretion in applied decision making and action. |  |
| * Hold regularly scheduled meetings with team to assess plans, coordinate efforts, and share new information that should be incorporated into strategies. |  |
| * Publicly express vision and strategy to the team and Organization and other stakeholders. |  |
| * Frame issues and performance around vision, mission and strategy; make linkages and be explicit about how individual’s work ties to strategy. |  |
| **Others:** |  |