Tufts Leadership Competencies

Communicates a Compelling Vision and Direction
- Develops, communicates, and aligns others around a vision and strategy for the future. Creates plans and initiatives that ensure the understanding and commitment of others to achieve the vision.
- Communicates a clear picture of where the university is going.
- Inspires and motivates by setting a direction and allowing others to take the lead in achieving that vision.
- Involves others in identifying and achieving common goals and priorities.
- Assesses current internal and external conditions and develops strategies that meet the long-term interests of the university.

Creates an Environment of Trust and Integrity
- Models and maintains the values of candor, openness and inclusiveness despite internal and external pressures.
- Consistently acts in a way that is both trustworthy and trusting. Builds and maintains trust with others.
- Follows through on commitments.
- Consults, listens and provides others with information.
- Interacts with others in a manner that is straightforward, respectful and inclusive.
- Recognizes and appreciates the impact of emotions on situations, and plans and responds accordingly.
- Learns from mistakes, experiences and feedback.

Drives Results
- Demonstrates the ability to act in a decisive, urgent and committed way to achieve results.
- Remains focused on the goal and leverages resources to reach that goal.
- Demonstrates a willingness to move forward despite ambiguity.
- Takes thoughtful risks knowing that taking a risk is often better than not acting at all.
- Shares knowledge and responsibility.
- Establishes high standards of performance.
- Holds others accountable for results.
- Encourages and rewards creativity, innovation and continuous improvement.
- Balances short-term and long-term priorities.
Tufts Leadership Competencies

Manages Change

- Recognizes when there is a need for change and effectively manages both the areas that remain stable and those that are changing.
- Communicates frequently and candidly during times of change.
- Demonstrates tolerance and adaptability when dealing with ambiguous situations.
- Foresees the impact of emerging technologies and integrates these technologies within the organizational processes.
- Initiates plans to accomplish organizational goals while meeting the challenges of a fast-changing environment.
- Develops plans and strategies to effectively manage current and future challenges and opportunities.
- Assesses the tolerance of self and others for change.
- Communicates to those stakeholders affected by changes and addresses their questions, concerns and need for information.
- Deals with setbacks by being resilient and flexible.
- Creates a shared responsibility among team members by involving them in critical deliberations and decisions as appropriate.
Tufts Leadership Competencies

Develops Relationships with a University Focus

- Demonstrates the ability to build alignment and commitment within and across functions to achieve common goals.
- Maintains a broad set of solid relationships in the university and beyond.
- Actively champions the needs and goals of the university.
- Willingly makes difficult resource decisions in implementing university strategy.
- Considers the impact of decisions on other parts of the university community.
- Creates a free flow of information.
- Seeks to understand others’ points of view.
- Has the courage to surface and resolve conflicts in a timely and constructive manner.
- Uses influence positively and skillfully to initiate action, impact decisions and obtain resources and approvals.
- Balances the needs and input of all involved stakeholders while demonstrating a bias for action and personal ownership of the decision.
- Develops and encourages all team members to work collaboratively within and across functions.
- Continues to ensure strong academic and administrative partnering toward shared goals.

Develops Self and Others

- Values continuous learning by fostering a climate for the learning and development of self and others.
- Models the behaviors identified in the Organizational and Leadership Competency Models.
- Takes responsibility for developing professional expertise that add value to the university’s success.
- Gives employees honest and clear feedback regarding strengths, weaknesses and areas for development.
- Provides regular coaching and guidance for employees so they can improve their performance.
- Reflects on own successes and failures and identifies lessons learned for future application.
- Encourages employees to reflect on their successes and failures and identify lessons learned for future application.
- Actively plans for the development of all employees that will strengthen current and future capabilities and enable them to contribute fully.