

Performance Management Process

LEADERSHIP COMPETENCIES

1. **INSPIRATIONAL**
2. **PROACTIVE PROBLEM SOLVER**
3. **RESILIENT**
4. **SUPER CONNECTOR**
5. **TOTAL TALENT DEVELOPER (Continuous Learner)**

1.INSPIRATIONAL

Description:

An Inspirational leader paints a compelling vision of the future and engages their resources in that vision. Inspirational leaders are aware of new opportunities and proactively seek new opportunities for their employees. They strive to transmit, express or actualize a new idea or vision.

Key Characteristics:

- Visionary
- Transformational
- Motivational

Measurable Behaviors:

Role Model

Visionary: Teaches others how to create a compelling vision of the future while leveraging industry insights, appealing to both hearts and minds

Transformational: Links transformational initiatives to both employee and leader goals

Motivational: Coaches on how to give feedback and build confidence in their teams

Skilled

Visionary: Gathers critical information from a variety of sources and communicates a captivating vision across Rutgers'

Transformational: Creates and discovers new opportunities for others

Motivational: Gives direct feedback that builds confidence with the goal of moving the team to the next level of performance

Emerging

Visionary: Recognizes trends, activities and information that influences the direction of the team

Transformational: Works to understand their employees' aspirations and interests regarding potential opportunities

Motivational: Freely gives compliments and contributes to building confidence in their teams

2 . PROACTIVE PROBLEM SOLVER

Description:

Proactive Problem Solver refers to leaders who think holistically and seek to utilize multiple inputs to make informed decisions. The Proactive Problem Solver demonstrates clarity in strategic direction to deliver sustainable results; displays use of various methods to evaluate and predict business outcomes, both within and outside their areas of responsibility.

Key Characteristics:

- Visionary
- Critical Thinking
- Informed Decision Maker
- Risk Assessment

Measurable Behaviors:

Role Model

Visionary: Teaches others how to have well-informed outside-in perspectives on market trends and the business environment to create strategies that balance short- and long-term needs

Critical thinking: Analyses and predicts trends and helps others to use different analytical methods

Informed decision making: Minimize excessive bureaucracy that inhibits effective and efficient decision making; leads other in thinking through data, implications and alternatives

Risk-assessment: Evaluates risks with a holistic view and performs risk-return assessment; leads others in doing the same

Skilled

Visionary: Designs a strategy that fully leverages Rutgers' capabilities (people, processes and technology) to optimize results, keeping Rutgers in a market leading position for the next 3 to 5 years

Critical thinking: Uses several analytical techniques to identify root cause, solutions and weighs the value of each to solve problem; forecasts multiple scenarios and derives logical conclusions

Informed decision making: Responds to urgent requests to make decisions when there is limited data, actively seeking information from multiple sources and considering business implications for multiple scenarios, resulting in effective execution

Risk-assessment: Foresees potential medium to long term issues and develops contingency plans/alternatives

Emerging

Visionary: Contributes to the design of the strategic direction at the department/unit level

Critical thinking: Recognizes relationships among recurring problems and proposes tangible solutions

Informed decision making: Makes decisions using readily available facts and data
Risk-assessment: Identifies potential short-term risks and proposes mitigation plan

3. RESILIENT

Description:

Resilient leaders embrace ambiguity and chaos, encouraging creative thinking and solutioning. Leaders demonstrate persistence as setbacks and challenges occur

Key Characteristics:

- Persistence
- Personal Agility
- Innovation
- Change Agent

Measurable Behaviors:

Role Model

Persistence: Proactively identifies the need to champion change to gain momentum and alignment to achieve business objectives

Personal agility: Leverages strengths of best-in-class teams and uses these to define the future standards of Rutgers

Innovation: Mentors others as they bring new ways of thinking that push the boundaries of old ways of working

Skilled

Persistence: Identifies and mitigates resistance to change to maximize adoption and success

Personal agility: Drives team to respond to new opportunities and encourages learning new behaviors to maneuver smoothly around complex situations

Innovation: Challenges paradigms, pressure test ideas and embraces new ways of thinking, resulting in more creative, robust solutions

Emerging

Persistence: Identifies the case for change and engages peers in conversations around the advantages of change

Personal agility: Is aware of the working pulse of the organization and adapts their working style flexibly in response to others

Innovation: Recognizes opportunities to solve old, routine problems with new ideas

4. SUPER CONNECTOR

Description:

A super connector knows the value of each personal connection and of the relationship, creating mutually beneficial relationships. Super connectors leverage their network to build effective teams and increases team performance by connecting the work to Rutgers' purpose.

Key Characteristics:

- Effective Teaming
- Purpose-driven
- Leadership

Measurable Behaviors:

Role Model

Building network and leveraging partnerships: Uses networking to create partnerships to further Rutgers' organizational strategy

Effective teaming: Role models fair and respectful standards of teaming between units—leads others in creating dialogue between individuals and groups with disparate points of view

Purpose-driven leadership: Serves as a mentor and coach to help others not only define their purpose but also to help them to connect their purpose to their work at Rutgers

Skilled

Building network and leveraging partnerships: Builds rapport at multiple levels within the organization and creates opportunities to collaborate with other internal resources to create opportunities for growth and fill in the gap in capabilities within the team

Effective teaming: Drives synergy by leveraging strengths of different teams for improved performance and operational efficiency—engages in effective communication to influence and be influenced by others

Purpose-driven leadership: Engages in conversation to discuss how Rutgers' purpose influences ways of working

Emerging

Building network and leveraging partnerships: Understands the need to build personal rapport with counterparts within the organization and begins to build those relationships

Effective teaming: Is aware of overall team goals; is willing to listen and learn from others and leverage on others strengths

Purpose-driven leadership: Recognizes how personal purpose connects to Rutgers' purpose

5. TOTAL TALENT DEVELOPER (Continuous Learner)

Description:

Refers to Leaders who invest in talent development by creating continuous development opportunities for teams and providing constructive feedback regularly in order to identify and develop future leaders.

Key Characteristics:

- Develop Talent
- Continuous Improvement
- Feedback
- Emotional Intelligence
- Job Mastery

Measurable Behaviors:

Role Model

Develop talent: Has a track record of creating star performers by driving focused development by recognizing and investing in high potentials—develops other leaders in doing the same

Continuous development: Develops and embeds organizational practices and knowledge management systems into ways of working, fostering continuous learning

Feedback: Proactively provides just-in-time feedback to accelerate leadership development—teaches others to do the same
Emotional Intelligence: Displays deep understanding of one's emotions and others. Uses emotional cues to build and retain talent—helps others learn to do the same

Job Mastery: Exhibits technical expertise through the execution of university strategy and the application of executive decision-making. Creates an environment and sets the tone for knowledge sharing and talent development.

Skilled

Develop talent: Takes an interest in other's development and helps them identify opportunities that would give them experience in improvement areas that align with their aspirations and Rutgers' strategic intentions

Continuous development: Identifies the knowledge gaps within the team and drive knowledge sharing to bridge the gap

Feedback: Objectively assesses direct reports and peer's performance as requested and provides feedback that is honest, constructive and behaviorally based

Emotional intelligence: Is aware of their own emotions and those of others. Is attuned to non-verbal cues and listens attentively to understand others' perspectives

Job Mastery: Demonstrates a high degree of technical competence and related job knowledge, adding value beyond the core department requirements. Continuously taps into information from a wide variety of sources that evolves current thinking and methods.

Emerging

Develop talent: Develops talent based on feedback provided from others, leveraging Rutgers learning assets

Continuous development: Understands the importance of knowledge sharing across teams and begins to share best practices

Feedback: Seeks feedback from others and use the feedback to improve on development areas

Emotional intelligence: Knows the importance of listening and understanding others

Job Mastery: Applies background, technical knowledge, education and prior experiences to align with university strategy. Continually strives to upgrade the depth and breadth of technical and professional skills.