

Lehigh University *Managerial Success Factors* Worksheet

<i>Managerial Success Factors</i>	Associated Behaviors	Assessment: How well do I demonstrate this <i>Success Factor</i> ?				
		Low				High
MSF1 - Build a Community <i>Successful managers at Lehigh strive to build a community within their department and across the University where individuals feel valued, connected, and motivated to perform at their best.</i>	Are open and accessible to their staff	1	2	3	4	5
	Encourage open discussion and debate	1	2	3	4	5
	Take the time to get to know their staff, find out what motivates and interests them, and identify their strengths and areas for improvement	1	2	3	4	5
	Respect, appreciate, and encourage diverse backgrounds, perspectives, and opinions	1	2	3	4	5
	Solicit feedback from staff members and act on that feedback when appropriate	1	2	3	4	5
	Demonstrate genuine care and concern for staff members and colleagues.	1	2	3	4	5
	Celebrate milestones and achievements	1	2	3	4	5
	Create opportunities for people to come together to learn or build relationships	1	2	3	4	5
	Involve staff members in resolving problems by defining the direction to take and determining alternatives to achieve solutions	1	2	3	4	5
	Encourage involvement and collaboration with other work groups when appropriate.	1	2	3	4	5
MSF2 - Set a Strategic Vision <i>Successful managers at Lehigh develop and communicate a vision that meets the long term needs of the University and their area of responsibility.</i>	Determine what is needed to align their area of responsibility with broader institutional goals and strategy	1	2	3	4	5
	Communicate a clear and understandable vision to staff members	1	2	3	4	5
	Translate the strategic vision of the University into operational goals the staff can understand and act upon	1	2	3	4	5
	Set short and long term goals that enable the department to successfully accomplish its role within the University	1	2	3	4	5
	Motivate and inspire staff members to achieve their goals, providing support and resources as necessary and appropriate	1	2	3	4	5
	Help staff members understand how individual and departmental goals link to the goals of the institution	1	2	3	4	5
	Are respectful of Lehigh's history and traditions, but understand and embrace change as a way to support Lehigh's future	1	2	3	4	5
	Participate in University-wide initiatives that promote the needs of the University, not just the needs of their own department	1	2	3	4	5
	Step back from the tactical details and everyday issues to review situations from a broader perspective	1	2	3	4	5
MSF3 - Manage and Facilitate Change <i>Successful managers at Lehigh understand and embrace change at the University and help staff understand, adjust, and adapt to those changes.</i>	Help staff members understand the need for change by openly discussing the short term and long term implications for the department and the University	1	2	3	4	5
	Establish structures and processes to plan and manage the orderly implementation of change	1	2	3	4	5
	Encourage staff to develop and contribute ideas and new approaches to support and facilitate change	1	2	3	4	5
	Identify any concerns regarding change or resistance, and help staff members address them	1	2	3	4	5
	Facilitate change by acting as a role model throughout the change process	1	2	3	4	5
	Anticipate questions and concerns and proactively address them to lessen anxiety	1	2	3	4	5
	Understand Lehigh's traditions and history and build upon them to effect change, without being bound by past practices or events.	1	2	3	4	5

Lehigh University *Managerial Success Factors* Worksheet (continued)

<i>Managerial Success Factors</i>	Associated Behaviors	Assessment: How well do I demonstrate this <i>Success Factor</i> ?				
		Low			High	
MSF4 - Coach Staff for Excellent Performance <i>Successful managers at Lehigh set clear work expectations for staff and coach staff members to ensure excellent performance.</i>	Set and discuss expectations with a focus on results and excellence in work process and outcomes	1	2	3	4	5
	Ensure expectations are clear at the onset of any work year, project, or new assignment	1	2	3	4	5
	Hold self accountable for ensuring staff accomplishes goals and responsibilities	1	2	3	4	5
	Share credit with staff for successful accomplishments and accept responsibility for failures	1	2	3	4	5
	Encourage people to stretch their knowledge and skills and move beyond their personal comfort zones	1	2	3	4	5
	Tailor coaching to individual needs and learning styles	1	2	3	4	5
	Collaborate with staff to improve department and functional processes and outcomes	1	2	3	4	5
	Empower staff members to make decisions by delegating to them responsibilities and decision making authority	1	2	3	4	5
	Encourage staff to work outside department silos.	1	2	3	4	5
MSF5 - Foster a Learning Environment <i>Successful managers at Lehigh encourage continuous learning, prioritize staff development, and enable their staff to develop in their current role and future career at Lehigh.</i>	Support staff's learning and development in day-to-day activities and processes, as well as through formalized training, course work, or seminars	1	2	3	4	5
	Set challenging goals and encourage staff to pursue stretch opportunities	1	2	3	4	5
	Offer constructive feedback to staff members to assist them in achieving their development goals	1	2	3	4	5
	Evaluate staff members' strengths and weaknesses and assist them in creating development plans to maintain strengths and enhance opportunities for improvement	1	2	3	4	5
	Provide staff members with the time, resources, and opportunities to focus on development activities (e.g., training classes, on-the-job learning, committee participation)	1	2	3	4	5
	Mentor staff members in and outside of their department	1	2	3	4	5
	Focus on cultivating and building a strong pipeline of future University leaders by identifying leadership potential among staff and helping them grow	1	2	3	4	5
	Seek feedback on own performance and search for opportunities to enhance personal development	1	2	3	4	5
	Learn about new technologies, tools, and systems and apply them actively in own work where appropriate	1	2	3	4	5
MSF6 - Communicate to Ensure Effectiveness <i>Successful managers at Lehigh understand different communication needs and styles and tailor their communications to maximize the effectiveness of their staff.</i>	Communicate with staff regularly, on both an informal and formal basis	1	2	3	4	5
	Readily share information with staff in a timely manner using the most appropriate method and in a clear, understandable style	1	2	3	4	5
	Encourage open dialogue with staff and colleagues	1	2	3	4	5
	Are appropriately open and forthright in their own communications, while respecting confidentiality	1	2	3	4	5
	Enhance staff's understanding of the big picture by illustrating important linkages to their work situation	1	2	3	4	5
	Understand the different communication needs and styles of staff members and adjust communication as needed	1	2	3	4	5
	Provide the appropriate level of detail by considering the audience, the situation, and the purpose	1	2	3	4	5
	Listen carefully to ensure understanding and ask questions to ensure accurate understanding Look at problems/situations from different perspectives.	1	2	3	4	5