



Success Factor Worksheet

When University leaders were asked to describe the characteristics of high performers at Lehigh, they identified specific behaviors that were ultimately refined into Lehigh's *Success Factors*.

Because demonstrating these characteristics leads to high performance – regardless of your job – Lehigh will eventually be incorporating *Success Factors* into the *Performance Management Process*. For now, they will not be a formal part of the program.

We strongly encourage all staff, however, to complete the *Success Factor Worksheet*. In this way, you can start to see areas in which you are strong and identify areas that may need some improvement. This process will also help you understand how you can demonstrate *Success Factors* in your daily work, and will help prepare you for the time when *Success Factors* are incorporated into *Performance Management*.

This self-assessment is for your own personal use, and you aren't required to share it with your supervisor. You of course may do so if you wish. Attached are two easy-to-use forms, one for each type of *Success Factor*:

Core Success Factors
For all staff at Lehigh

Managerial Success Factors
For managers of people

The process for using the forms is simple:

1. Read through the *Core Success Factors*, as well as the *Managerial Success Factors* if they apply to you.
2. Think about the type of behaviors the *Success Factor* is describing, using the listed behaviors as a guide. Think about how well you demonstrate these behaviors in your job.
3. Circle the number that reflects your self-assessment in the third column.

After you have reviewed the *Success Factor*, you have the opportunity to summarize and document specific plans to address areas for enhancement. If you would like, you can use the plan you create here and incorporate it into your *Professional Development Plan* in the *Performance Appraisal Process*.

**Lehigh University Success Factors
Worksheet**

<i>Core Success Factors</i>	Associated Behaviors	Assessment: How well do I demonstrate this <i>Success Factor</i> ?	
		Low	High
CSF1 - Support Lehigh's Mission and Goals <i>Successful staff members at Lehigh University understand how important their role is to Lehigh's goal achievement, strive to handle job responsibilities efficiently, and achieve excellent outcomes.</i>	Understand Lehigh's mission and goals	1	2 3 4 5
	See how their job fits into the University and seek ways to contribute positively to Lehigh	1	2 3 4 5
	Are consistently reliable and trustworthy in getting the job done well and in a timely manner	1	2 3 4 5
	Pitch in and help others when necessary to get the job done	1	2 3 4 5
	Handle their own job responsibilities in an efficient and accurate manner	1	2 3 4 5
	Constantly strive to meet the needs of customers (e.g., students, faculty, parents, alumni, visitors) within the appropriate boundaries.	1	2 3 4 5
CSF2 - Embrace and Adapt to Change <i>Successful staff members at Lehigh University understand how important change is to Lehigh – both in the short term and over the long term. They embrace change and adapt to the opportunities it brings.</i>	Adapt to change by modifying work habits and practices	1	2 3 4 5
	Show enthusiasm and support for change	1	2 3 4 5
	Proactively prepare for and adjust to change	1	2 3 4 5
	Accept new work priorities while continuing to handle existing responsibilities	1	2 3 4 5
	Reevaluate decisions, thoughts, and actions to fit new situations and needs	1	2 3 4 5
	Look for ways to improve processes and practices in own job and work area	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	
CSF3 - Accountability for Work Achievements <i>Successful staff members at Lehigh take accountability for handling their jobs effectively and for achieving high quality work processes and outcomes.</i>	Plan work carefully in order to handle job responsibilities and meet goals	1	2 3 4 5
	Keep focused on achieving job responsibilities and goals even when faced with issues or problems	1	2 3 4 5
	Follow through on commitments	1	2 3 4 5
	Effectively prioritize tasks and assignments	1	2 3 4 5
	Are flexible in adapting to changes in work demands or schedules	1	2 3 4 5
	Demonstrate proficiency in their role by successfully accomplishing assigned tasks and responsibilities	1	2 3 4 5
	Take responsibility for mistakes without blaming others and accept the consequences of actions and decisions	1	2 3 4 5
Value diverse perspectives and incorporate them in their work.	1	2 3 4 5	

**Lehigh University Success Factors
Worksheet (continued)**

<i>Core Success Factors</i>	Associated Behaviors	Assessment: How well do I demonstrate this <i>Success Factor</i> ?	
		Low	High
CSF4 - Take Ownership for Personal Learning and Development <i>Successful staff members at Lehigh take responsibility for their own personal learning and development and continuously strive to improve themselves.</i>	Understand that their own personal learning and development is critical to ensuring success in their role	1	2 3 4 5
	Keep up-to-date in own area of expertise and seek learning opportunities (e.g., training, courses, stretch assignments) to improve their knowledge, skills, and capabilities	1	2 3 4 5
	Seek and accept feedback from peers and managers	1	2 3 4 5
	Incorporate feedback into actions, behaviors, and approaches when appropriate	1	2 3 4 5
	Understand personal strengths and weaknesses and focus on maintaining strengths and improving weaknesses	1	2 3 4 5
	Learn from their own mistakes.	1	2 3 4 5
CSF5 - Communicate Effectively <i>Successful staff members at Lehigh communicate effectively in a timely and appropriate manner.</i>	Readily share information with the appropriate people in a timely manner	1	2 3 4 5
	Are clear and concise in how they share ideas and information	1	2 3 4 5
	Speak and write clearly and effectively	1	2 3 4 5
	Listen carefully to others and ask questions to ensure understanding	1	2 3 4 5
	Use different communication styles (e.g., oral, written, presentations) depending on the need of the situation and the individuals/groups involved	1	2 3 4 5
	Make sure others understand their messages and, if not, change the style of communication	1	2 3 4 5
	Maintain appropriate confidentiality in all communications	1	2 3 4 5
Communicate regularly and appropriately with individuals outside own area to share ideas and resources and build relationships	1	2 3 4 5	
CSF6 - Demonstrate Creativity and Innovation <i>Successful staff members at Lehigh value creative and innovative approaches to accomplishing their job responsibilities and seek appropriate opportunities to do so.</i>	Approach their daily work and responsibilities with a fresh, creative outlook, and seek more effective and efficient ways to achieve work	1	2 3 4 5
	Take calculated risks when appropriate after weighing potential problems and benefits of the action	1	2 3 4 5
	Look beyond traditional resources and approaches to find alternative and more effective ways to handle job responsibilities	1	2 3 4 5
	Offer new ideas when old approaches have failed or are no longer effective	1	2 3 4 5
	Look at problems/situations from different perspectives.	1	2 3 4 5