

Lehigh University Core and Managerial Success Factors

Performance management at Lehigh is based on setting and achieving goals related to job accountabilities. Job accountabilities are what employees do everyday. Success factors describe how work gets done as individuals strive to achieve successful outcomes. What employees do is very important, but it is equally important how employees complete tasks and assignments.

- *Core Success Factors* apply to all staff members at Lehigh regardless of position
- *Managerial Success Factors* apply to supervisors and managers of staff at Lehigh. Staff members can show their commitment to the University by understanding and demonstrating the success factors described in this document.

Success factors may be used in a number of different ways:

- To communicate the behaviors that describe performance that achieves successful outcomes at Lehigh
- To help staff understand that “how” they achieve successful work is just as important as “what” is accomplished
- To help new staff acclimate to Lehigh and understand expectations
- To communicate the managerial characteristics that Lehigh expects each of its managers to demonstrate
- To help staff learn and grow, whether they choose to stay in their current position or move to another position
- To recognize outstanding performance and behaviors that go “above and beyond.”

Some specific examples of where the success factors can and should be incorporated:

- Selecting new staff members
- Orientation of new hires and/or employees newly promoted or transferred
- Training and development decisions
- Performance appraisal process
- Determination and allocation of merit increases
- Staff reward and recognition programs
- Promotion decisions
- Performance improvement plans.

Essentially, the success factors can and should be part of the decision-making criteria whenever an employment action is being contemplated.

The statements in this document are intended to convey general messages about what is important. To make these concepts “real” it will be important to think about how they might apply in different areas. Let’s look at the example, below:

Working to Achieve Lehigh’s Mission and Goals	
<p>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.</p>	
University-Wide Behaviors	Transportation Services Behaviors
<p>Staff Members:</p> <ul style="list-style-type: none"> • Understand Lehigh’s mission and goals • See how their job fits into the University and seek ways to contribute positively to Lehigh • Are consistently reliable and trustworthy in getting the job done well and in a timely manner • Pitch in and help others when necessary to get the job done • Handle their own job responsibilities in an efficient and accurate manner • Constantly strive to meet the needs of customers (e.g., students, faculty, parents, alumni, visitors) within the appropriate boundaries 	<p>Staff Members:</p> <ul style="list-style-type: none"> • Understand the importance of transportation services to students’ overall Lehigh experience • Work to consistently achieve timely, reliable, safe, efficient and friendly transportation service to students and others members of the Lehigh community • Look for ways to improve service, cleanliness, or efficiency in bus operations, servicing, or route management • Assist others within the department with necessary paperwork and bus inspections in order to balance the work load and provide excellent service to the community

While the scope of the *Job Family Compass Initiative* does not include plans to develop a similar set of parallel behaviors for each job family or department, supervisors are encouraged to use the above example to provide ideas for how each of the core success factors can be developed into specific, measurable behaviors for a particular department or work area. Human Resources staff members are willing and available to assist supervisors in developing department-specific performance standards based on the core success factors.

Core Success Factors	Associated Behaviors
<p>Support Lehigh's Mission and Goals</p> <p><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></p>	<ul style="list-style-type: none"> • Understand Lehigh's mission and goals • See how their job fits into the University and seek ways to contribute positively to Lehigh • Are consistently reliable and trustworthy in getting the job done well and in a timely manner • Pitch in and help others when necessary to get the job done • Handle their own job responsibilities in an efficient and accurate manner • Constantly strive to meet the needs of customers (e.g., students, faculty, parents, alumni, visitors) within the appropriate boundaries.
<p>Embrace and Adapt to Change</p> <p><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></p>	<ul style="list-style-type: none"> • Adapt to change by modifying work habits and practices • Show enthusiasm and support for change • Proactively prepare for and adjust to change • Accept new work priorities while continuing to handle existing responsibilities • Reevaluate decisions, thoughts, and actions to fit new situations and needs • Look for ways to improve processes and practices in own job and work area • Are respectful of Lehigh's history and traditions, but understand and embrace change as a way to support Lehigh's future.
<p>Accountability for Work Achievements</p> <p><i>Successful staff members at Lehigh take accountability for handling their jobs effectively and for achieving high quality work processes and outcomes.</i></p>	<ul style="list-style-type: none"> • Plan work carefully in order to handle job responsibilities and meet goals • Keep focused on achieving job responsibilities and goals even when faced with issues or problems • Follow through on commitments • Effectively prioritize tasks and assignments • Are flexible in adapting to changes in work demands or schedules • Demonstrate proficiency in their role by successfully accomplishing assigned tasks and responsibilities • Take responsibility for mistakes without blaming others and accept the consequences of actions and decisions • Value diverse perspectives and incorporate them in their work.

Core Success Factors	Associated Behaviors
<p>Take Ownership for Personal Learning and Development</p> <p><i>Successful staff members at Lehigh take responsibility for their own personal learning and development and continuously strive to improve themselves.</i></p>	<ul style="list-style-type: none"> • Understand that their own personal learning and development is critical to ensuring success in their role • 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 • Seek and accept feedback from peers and managers • Incorporate feedback into actions, behaviors, and approaches when appropriate • Understand personal strengths and weaknesses and focus on maintaining strengths and improving weaknesses • Learn from their own mistakes.
<p>Communicate Effectively</p> <p><i>Successful staff members at Lehigh communicate effectively in a timely and appropriate manner.</i></p>	<ul style="list-style-type: none"> • Readily share information with the appropriate people in a timely manner • Are clear and concise in how they share ideas and information • Speak and write clearly and effectively • Listen carefully to others and ask questions to ensure understanding • Use different communication styles (e.g., oral, written, presentations) depending on the need of the situation and the individuals/groups involved • Make sure others understand their messages and, if not, change the style of communication • Maintain appropriate confidentiality in all communications • Communicate regularly and appropriately with individuals outside
<p>Demonstrate Creativity and Innovation</p> <p><i>Successful staff members at Lehigh value innovative and creative approaches to accomplishing their job responsibilities and seek appropriate opportunities to do so.</i></p>	<ul style="list-style-type: none"> • Approach their daily work and responsibilities with a fresh, creative outlook, and seek more effective and efficient ways to achieve work • Take calculated risks when appropriate after weighing potential problems and benefits of the action • Look beyond traditional resources and approaches to find alternative and more effective ways to handle job responsibilities • Offer new ideas when old approaches have failed or are no longer effective • Look at problems/situations from different perspectives.

Managerial Success Factors	Associated Behaviors
<p>Build a Community</p> <p><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></p>	<ul style="list-style-type: none"> • Are open and accessible to their staff • Encourage open discussion and debate • Take the time to get to know their staff, find out what motivates and interests them, and identify their strengths and areas for improvement • Respect, appreciate, and encourage diverse backgrounds, perspectives, and opinions • Solicit feedback from staff members and act on that feedback when appropriate • Demonstrate genuine care and concern for staff members and colleagues • Celebrate milestones and achievements • Create opportunities for people to come together to learn or build relationships • Involve staff members in resolving problems by defining the direction to take and determining alternatives to achieve solutions • Encourage involvement and collaboration with other work groups when appropriate.
<p>Set a Strategic Vision</p> <p><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></p>	<ul style="list-style-type: none"> • Determine what is needed to align their area of responsibility with broader institutional goals and strategy • Communicate a clear and understandable vision to staff members • Translate the strategic vision of the University into operational goals the staff can understand and act upon • Set short and long term goals that enable the department to successfully accomplish its role within the University • Motivate and inspire staff members to achieve their goals, providing support and resources as necessary and appropriate • Help staff members understand how individual and departmental goals link to the goals of the institution • Participate in University-wide initiatives that promote the needs of the University, not just the needs of their own department • Step back from the tactical details and everyday issues to review situations from a broader perspective.
<p>Manage and Facilitate Change</p> <p><i>Successful managers at Lehigh understand and embrace change at the University and help staff understand, adjust, and adapt to those changes.</i></p>	<ul style="list-style-type: none"> • Help staff members understand the need for change by openly discussing the short term and long term implications for the department and the University • Establish structures and processes to plan and manage the orderly implementation of change • Encourage staff to develop and contribute ideas and new approaches to support and facilitate change • Identify any concerns regarding change or resistance, and help staff members address them • Facilitate change by acting as a role model throughout the change process • Anticipate questions and concerns and proactively address them to lessen anxiety • Understand Lehigh's traditions and history and build upon them to effect change, without being bound by past practices or events.

Managerial Success Factors	Associated Behaviors
<p>Coach Staff for Excellent Performance</p> <p><i>Successful managers at Lehigh set clear work expectations for staff and coach staff members to ensure excellent performance.</i></p>	<ul style="list-style-type: none"> • Set and discuss expectations with a focus on results and excellence in work process and outcomes • Ensure expectations are clear at the onset of any work year, project, or new assignment • Hold self accountable for ensuring staff accomplishes goals and responsibilities • Share credit with staff for successful accomplishments and accept responsibility for failures • Encourage people to stretch their knowledge and skills and move beyond their personal comfort zones • Tailor coaching to individual needs and learning styles • Collaborate with staff to improve department and functional processes and outcomes • Empower staff members to make decisions by delegating to them responsibilities and decision making authority • Encourage staff to work outside department silos.
<p>Foster a Learning Environment</p> <p><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></p>	<ul style="list-style-type: none"> • Support staff’s learning and development in day-to-day activities and processes, as well as formalized training, course work, or seminars • Set challenging goals and encourage staff to pursue “stretch” opportunities • Offer constructive feedback to staff members to assist them in achieving their development goals • Evaluate staff members’ strengths/weaknesses and assist with development plans to maintain strengths and enhance opportunities for improvement • Provide staff members with the time, resources, and opportunities to focus on development activities • Mentor staff members in and outside of their department • Cultivate and build a strong pipeline of future University leaders by identifying leadership potential among staff and helping them grow • Seek feedback on own performance and search for opportunities to enhance personal development • Learn about new technologies, tools, and systems and apply them actively in own work where appropriate.
<p>Communicate to Ensure Effectiveness</p> <p><i>Successful managers at Lehigh understand different communication needs and styles and tailor their communications to maximize the effectiveness of their staff.</i></p>	<ul style="list-style-type: none"> • Communicate with staff regularly, on both an informal and formal basis • Readily share information with staff in a timely manner using the most appropriate method and in a clear, understandable style • Encourage open dialogue with staff and colleagues • Are appropriately open and forthright in their own communications, while respecting confidentiality • Enhance staff’s understanding of the big picture by illustrating important linkages to their work situation • Understand the different communication needs and styles of staff members and adjust communication as needed • Provide the appropriate level of detail by considering the audience, the situation, and the purpose • Listen carefully to ensure understanding and ask questions to ensure accurate understanding.