



## Tufts Organizational and Leadership Competencies

Competencies are knowledge, skills, and behaviors that all employees are responsible to develop and apply in support of the university's mission, values, and goals.

### Tufts Organizational Competencies

- reflect the values and vision of the university
- describe behaviors that are important for individual success at Tufts today
- anticipate what will be required for the university's success in the future.

The Tufts Organizational Competencies are:

#### **Expertise**

Demonstrate essential skills for a position • Share expertise • Support others in learning and skill building • Show pride in work • Commit to ongoing professional development

#### **Interaction with Others**

Demonstrate requisite communication skills • Be open to different viewpoints • Show respect for others • Collaborate on joint projects and decisions • Give and receive candid and helpful feedback

#### **Continuous Improvement**

Contribute to measurable improvement made in systems or processes • Develop system efficiency • Value innovation and creativity • Commit to generating new solutions and ideas

#### **Customer Focus**

Pay attention to and focus on customer satisfaction • Develop effective and appropriate relationships with customers • Anticipate and meet the needs of both internal and external customers

#### **Resourcefulness and Results**

Work effectively in a variety of situations • Demonstrate good work habits, flexibility, creativity, and initiative • Use multiple resources to achieve desired results • Seek input and assess risks when making decisions • Take action • Commit to getting things done

#### **Leadership**

Model desired behaviors • Act as a catalyst for change through positive energy • Articulate goals and objectives and their value

<http://hr.tufts.edu/employee-services/hrorganizational-development-and-training-odt-2/resources/tufts-organizational-competencies-2/>

## **Tufts Leadership Competencies**

Tufts Leadership Competencies identify knowledge, skills and personal characteristics for administrative managers to ensure outstanding performance in the people management component of their job. The Leadership Competencies are:

### **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

### **Creates an Environment of Trust and Integrity**

Models and maintains the values of candor, openness, inclusiveness, and honesty despite internal and external pressures • Consistently acts in a way that is both trustworthy and trusting • Builds and maintains trust with others

### **Drives Results**

Demonstrates the ability to act in a decisive, urgent, and committed way to achieve results • Remains focused on the goal, commits to an agreed course of action, uses innovation, and leverages resources to reach that goal

### **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 process

### **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 and willingly makes difficult resource decisions in implementing university strategy

### **Develops Self and Others**

Values continuous learning and fosters a climate for the learning and development of self and others

[http://hr.tufts.edu/1205143246620/Human\\_Resources-Page-hr2ws\\_1181821444585.html](http://hr.tufts.edu/1205143246620/Human_Resources-Page-hr2ws_1181821444585.html)