

LEADERSHIP COMPETENCIES

CREATES AND COMMUNICATES VISION

- Understands trends in higher education
- Shares a sense of common purpose for the College's future
- Communicates a clear purpose and direction for the division
- Connects current efforts to long range goals
- Builds commitment to shaping the College's future

ESTABLISHES STRATEGIC DIRECTION

- Uses view of the future to drive operational and personnel decisions
- Prioritizes strategic goals and objectives
- Articulates what sets Concordia apart from the competition

DEVELOPS PEOPLE AND ORGANIZATIONS

- Attracts talented employees
- Cultivates the development of core competencies and leadership in respective areas
- Leads the development of effective teams and organizational processes
- Builds structures and accountability systems that align with the strategic direction
- Establishes effective collaborative relationships across college divisions

LEADS CHANGE

- Develops and articulates the vision driving change efforts
- Builds a common sense of urgency for change
- Removes barriers
- Reinforces individuals who champion and sustain change
- Provides frequent communication related to change efforts

INSPIRES OTHERS

- Instills commitment to the College's mission
- Conveys a sense of calling and conviction
- Creates an environment in which people are challenged to do their best

THRIVES IN AMBIGUITY AND COMPLEXITY

- Understands complex concepts and relationships
- Works constructively under stress
- Acts decisively
- Encourages constructive critique
- Adjusts readily to meet changing needs

MANAGES FINANCIAL RESOURCES TO SUPPORT CHANGE

- Allocates and manages resources to support strategic direction
- Reallocates in light of vision for whole College

ACTS WITH COURAGE

- Leads from strong personal values and a clear understanding of personal limitations
- Challenges existing standards and practices
- Takes risks and acts from a deep sense of caring
- Takes stands on important issues
- Remains motivated and committed in the face of opposition