

Leadership: Talent Management

Definition: Communicates important information and decisions in a timely manner; Identifies and focuses on the most significant priorities; Provides assistance to others with helpful and timely feedback; Sets achievable goals, milestones, and deadlines; Makes work challenging, meaningful, and engaging for their team; Recognizes and develops talent; Delegates and provides good exposure to their team members; Communicates effectively and conveys a clear understanding of desired result; Values and respects each member of the team, regardless of position; Acknowledges the support and contributions of others in achieving results.

Unsuccessful	Emerging	Successful	Distinguished	Exemplary
<ul style="list-style-type: none"> ▪ Does not communicate important decisions in a timely manner. ▪ Fails to identify and focus on the most significant few priorities. ▪ Does not provide others with helpful and timely feedback. ▪ Does not set achievable goals, milestones, and deadlines. ▪ Does not provide challenging, meaningful, and engaging work for their team. ▪ Does not identify and cultivate top talent or actively seek opportunities to increase their exposure and skills. ▪ Does not clearly communicate the desired results. ▪ Does not demonstrate behaviors that create an effective work environment. 	<ul style="list-style-type: none"> ▪ Sometimes fails to communicate in a timely manner. ▪ Gives performance feedback that is too harsh to be embraced or too vague to be understood. ▪ Sets goals that are not achievable, or have unclear milestones and deadlines. ▪ Struggles to make work challenging, meaningful, and engaging for their team. ▪ Misses opportunities to recognize and develop talent. ▪ Is slow to delegate or fails to resource, train, and inform those delegated to or micromanages. ▪ Exhibits behaviors that hinder a fully honest and open environment. 	<ul style="list-style-type: none"> ▪ Communicates important information and decisions in a timely manner. ▪ Identifies and focuses on the most significant priorities. ▪ Provides others with helpful and timely feedback. ▪ Sets achievable goals, milestones, and deadlines. ▪ Makes work challenging, meaningful, and engaging for their team. ▪ Recognizes and develops talent. ▪ Delegates and provides good exposure for their team members to promote employee growth and development. ▪ Communicates in a way that people have a clear understanding of the desired result. ▪ Creates an environment where others are valued. 	<ul style="list-style-type: none"> ▪ Encourages team to provide helpful and timely feedback. ▪ Understands each staff member's interests and development goals; considers them when planning work or professional development. ▪ Recognizes, supports, and ensures individual development plans are progressing. ▪ Is comfortable giving upper leadership direct access to those who are closest to the work. ▪ Partners with staff to outline results and empowers them to follow through. ▪ Effectively uses recognition tools to motivate people to achieve higher levels of performance. ▪ Regularly models behavior that makes it comfortable for others to admit mistakes. 	<ul style="list-style-type: none"> ▪ Demonstrates trust of others by appropriately taking them into their confidence. ▪ Ensures team understands and focuses on key goals; redirects when needed. ▪ Empowers individuals and teams to set goals with mutual accountability. ▪ Taps opportunities beyond their unit to develop talented individuals for the benefit of the University. ▪ Proactively seeks opportunities for talented staff to work with upper leadership. ▪ Inspires team members to build effective work relationships focused on achieving organizational goals. ▪ Is viewed as a leader who people want to work for because of the respect they demonstrate toward others.