University of Minnesota
Director/Senior Leader Leadership Challenges

Challenge	Key Competencies	Behaviors
Equity and Diversity *Creating a strong organizational climate and structure of access and inclusion as the critical elements and core values in achieving excellence*	**Demonstrates an Open Mind**	Demonstrates an understanding of how their own values and assumptions about equity, inclusivity, and diversity influence decision-making. Identifies and openly discusses own and others' social and cultural identities and differences relevant to work. Creates an environment for open dialogue and conflict resolution around different perspectives.
	Increases Access, Diversity & Inclusion	Recognizes and communicates the importance of diversity and inclusivity. Solicits feedback regarding the inclusivity of the workplace. Creates an inclusive and accessible work environment by finding solutions to systemic barriers. Implements recruitment, hiring, and retention efforts that promote diversity within the workplace.
Results *Finding ways to drive and support innovation while increasing the efficient use of resources*	**Innovates**	Advocates for ideas to ensure that the University/College/Campus is a leader in innovation. Creates a culture that encourages exploring and evaluating new possibilities and approaches. Supports new ideas and innovative approaches that have significant potential to advance University/College/Campus priorities.
	Drives Efficiency	Builds and maintains systems and processes that drive overall quality and service. Ensures that metrics and key indicators are developed and used to monitor progress toward goals. Establishes and drives the adoption of best practices across the University/College/Campus.
Vision *Setting the right direction, navigating difficult decisions, and aligning resources with priorities*	**Thinks Strategically**	Creates and communicates a clear vision of the future. Understands trends at the state, regional, national, and global level and considers these when setting priorities. Develops strategies that support and enhance the University's academic mission. Successfully navigates University/College/Campus cultures to build and sustain a broad base of support for important initiatives. Effectively influences key decision makers to successfully develop and implement strategies across the University/College/Campus.
	Aligns Resources	Ensures that strategies and priorities are translated into specific goals, objectives, and plans. Distributes key resources in alignment with University/College/Campus priorities. Ensures that broad efforts across departments and/or functions contribute to strategic priorities.
Engagement *Building and sustaining high performing teams and departments and retaining top talent*	**Selects and Develops Talent**	Hires and develops the talent needed to support current and future University/College/Campus priorities. Helps others set goals and develop abilities that address the University/College/Campus's emerging needs. Ensures that leaders and managers are recognized for developing others and held accountable for doing so.
	Motivates and Inspires Others	Helps others understand how their work is connected to strategic priorities of the University/College/Campus. Inspires commitment to the University's academic mission. Fosters an environment that recognizes and rewards strong performance. Creates a culture that values and reflects diversity.

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Collaboration *Working well as part of a team and collaborating with and influencing a diverse range of individuals and groups*	**Builds Relationships**	Builds consensus among groups with different perspectives and competing interests. Anticipates and proactively addresses conflicts and disagreements between groups and stakeholders. Ensures that all relevant groups and leaders across the University/College/Campus are included in plans and communications. Actively builds productive relationships with external partners in order to advance the mission of the University/College/Campus. Creates and strengthens meaningful collaboration with key external organizations and stakeholders.
	Is Resilient and Courageous	Models flexibility and resourcefulness when faced with adversity and constraints. Expresses ideas and opinions with candor, even when met with resistance. Makes difficult or unpopular decisions when needed to advance the priorities of the University/College/Campus.
Accountability *Establishing and maintaining a reputation for integrity and personal accountability*	**Operates with Integrity**	Fosters a culture that places a high value on ethics, integrity, and honesty. Champions the reputation of the University/College/Campus internally as well as externally. Takes ownership for achieving strategic goals and priorities.
	Learns and Adapts	Demonstrates self-awareness of own strengths and development needs and changes own self-perceptions based on feedback from others. Adapts seamlessly to new challenges. Develops new skills and capabilities to continuously improve own effectiveness. Provides others with opportunities to give honest and direct feedback.