<table>
<thead>
<tr>
<th>Cluster</th>
<th>Core Competency</th>
<th>What do we value? (Definition of the Competency)</th>
<th>How do we achieve this? (How is the competency demonstrated?)</th>
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</thead>
</table>
| Communicate Effectively | Informing                  | Provides the information people need to know to do their jobs and supports their ability to be a contributing member of the team, unit, and/or the organization; provides information timely so that others can make accurate and appropriate decisions.                                                                                                                   | • Understand the importance of knowledge sharing and the criticality it poses to the organization, unit, or team.  
• Properly modify communication methods based on the importance of the message  
• Provide timely updates on matters of criticality and importance; engage all relevant constituencies in communication channels.  
• Give listeners the opportunity to ask questions and openly discuss issues with the group.                                                                                                      |
| Communicate Effectively | Oral & Written Communications | Effectively expresses information to multiple audiences through clear, convincing oral and written communications; demonstrates logical thinking when describing facts and concepts, and shapes communications to meet the needs of a specific audience; actively listens to others and demonstrates understanding of various comments, questions, and opinions of others. | • Apply appropriate methods of communication to achieve desired results.  
• Situationalize communication approaches based on the audience.  
• Listen attentively and asks clear, relevant questions, and can paraphrase.  
• Express effective non-verbal communication to show comprehension.  
• Modify communication style in accordance with sensitivity to differences.  
• Speak effectively in front of a group.                                                                                                                                            |
| Communicate Effectively | Conflict Management          | Is controlled under pressure and when times are difficult, handles challenging situations with a calm and practical approach. Is seen as someone who can be a settling influence during a crisis. Mitigates challenges and can help others reach equitable agreements with little to no conflict, settling on common ground.                        | • Defuse high tension situations effectively.  
• Appropriately ask the right questions of all stakeholders to get to the root cause of problems.  
• Patiently find common ground to drive consensus.  
• Listen and confirm all parties feel heard.  
• Anticipate conflict before it occurs.                                                                                                                                                |
| Customer Focus        | Customer Service             | Consistently demonstrates respect, responsiveness, professionalism and effectiveness while providing superior service for customers. Develops deep understanding of customer needs and advances the University’s reputation for excellence. Assures customers that meeting their needs is a priority and represents the University. Performed duties at a level above and beyond what is expected. Encourages customer feedback and keeps customers informed on matters of interest. | • Understand and respond to the needs of customers and colleagues in a courteous, respectful and sensitive manner.  
• Provide service in a way that is approachable, responsive, helpful, flexible, reliable, accountable and with a positive attitude.                                                                 |
| Collaboration & Teamwork | Peer Relationships & Partnering | Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals. Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can solve problems with peers with a minimum of noise; is seen as a team player and is cooperative; easily gains trust and support of peers; encourages collaboration; can be candid with peers. | • Connect with the right people across the organization to accomplish goals and objectives.  
• Navigate formal and informal channels to build broad relationships and gain support for critical work and causes.  
• Access a wide network of internal and external connections for both personal and professional growth. |
| Collaboration & Teamwork | Interpersonal Skills & Savvy | Considers and responds appropriately to the needs, feelings, and capabilities of all constituents - peers, subordinates, and leaders. Gains cooperation across the organization to obtain information and accomplish goals, including managing disagreements in a constructive way to bring issues to positive resolve. Works diligently to relate well to all individuals both in and out of the organization, representing Yale positively, building appropriate rapport. Uses diplomacy and tact to further understand situations and people for the benefit of collaboration and teamwork. | • Proactively establish relationships with a variety of people.  
• Understand and appreciate group dynamics and the importance of interpersonal connections.  
• Build immediate rapport in all situations and environments. |
| Champions Integrity | Promotes Belonging | Listens carefully and displays sensitivity with people and issues, focusing on how best to leverage individual backgrounds as strengths. Makes a point of being inclusive and finds ways to take advantage of people's different experiences to strengthen the situation, unit, or team. Will challenge bias and intolerance and will hold others to a high standard. Sees diversity as an opportunity, creating an environment where others can thrive and explore the breadth of intellectual curiosity. | • Creates an environment where diversity and inclusion are supported and embraced.  
• Solicits an exchange of ideas across a range of intellectual, historical, and social perspectives  
• Creates a sense of connection with others by aligning and understanding their interests both in and outside of the workplace  
• Uses independent groups to conduct focus groups to collect data, gain deeper insights, and create ideas from everywhere |
| Champions Integrity | Demonstrate Respect, Integrity and Character | Demonstration of high ethical standards and behaviors | • Match behaviors and actions to words  
• Earn other’s trust and respect through consistent transparency and professionalism in all interactions with colleagues and customers.  
• Ensure compliance with university policy and procedures  
• Use good judgement to make sound decisions  
• Hold oneself, and others accountable for mistakes and explores alternative outcomes  
• Resolve conflict in an open, respectful manner.  
• When in doubt, ask.  
• Consistently deliver on commitments.  
• Behave in such a way that you are comfortable if your actions were made public. |
| Results Orientation | Achieve Outstanding Results | Drive for results by holding oneself and others accountable, persisting in the face of obstacles and doing everything possible to contribute to strategic goals. | • Maintain a clear vision of the desired results and champions efforts to achieve those results  
• Ensure clarity of goals and priorities and operate with “can do” attitude.  
• Hold self and others accountable for achieving results  
• Exhibit a personal commitment to produce exceptional results for the organization |
|---------------------|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| Results Orientation | Prioritization              | Balances competing priorities to meet all project and commitments in a timely manner and delivers quality results. Spends his/her time and the time of others on what is important and quickly focuses on the critical elements of work that remains important rather than focuses on what may not be adding significant value to a project or objective. Helps to eliminate roadblocks with work and assists with delivering the end result by keeping focused, keeping others around him/her focused, and delivering a work product. | • Take responsibility and strives for constant quality improvement.  
• Make decisions to keep priorities on track and to keep the most important things at the forefront of organizational, unit, or departmental attention.  
• Distinguish between important tasks and trivial ones, focusing on getting the right things done.  
• Concentrate on the task at hand, eliminate distractions, and remain diligent to priorities that impact overall strategies and goals |
| Results Orientation | Planning & Organizing       | Can accurately scope out the length and difficulty of tasks and projects and can set objectives and timelines appropriately. Can properly break down work into process steps and establish schedules and assignments, anticipating and adjusting for problems or roadblocks. Understands the criticality of measuring performance against goals and evaluating results. Allocates the appropriate amount of resources needed to get things done and uses them effectively and efficiently. | • Establish a thorough schedule outlining step by step criteria for achieving objectives.  
• Implement plans that allocate resources precisely.  
• Establish contingency plans in preparation for obstacles that may intervene.  
• Manage and measure the progress of the work |
| Results Orientation | Takes Initiative            | A resourceful self-started that can develop new ideas and methods collaboratively or independently to enhance the department, work unit, or University. Proactively and passionately goes beyond what is expected by taking on new challenges, accomplishing results, and following through on commitments. Volunteers for challenging assignments and is not afraid to step up to situations. Proactively recognizes and takes responsibility for solving problems while accepting accountability. | • Demonstrate tremendous drive during difficult situations  
• Spot and seize opportunities with energy, drive, and a passion to see it through.  
• Persist through challenges and setbacks.  
• Always keep the end in sight; puts in extra effort to meet deadlines |
| Results Orientation | Creativity                  | Establishes unique and new ideas and can easily make connections amongst unrelated concepts. Is original and is seen as a value-added participant in brainstorming settings. | • Conduct ongoing assessment of the market for new innovative ideas or solutions.  
• Champion creative ideas and actively implements them into practice through various approaches.  
• Rally others around new ideas and creative options and helps others see beyond yesterday or the status quo. |
| Building Capability | Inspire and Develop | Demonstration of high enthusiasm and motivation while encouraging self and others to stretch, learn and reach ambitious goals. | • Promote a spirit of continuous improvement  
• Energize others to accomplish things may view as impossible  
• Foster and encourage a learning environment  
• Give honest feedback in a constructive way  
• Share new ideas and knowledge with others |
|---------------------|---------------------|-------------------------------------------------------------------------------------------------|--------------------------------------------------|
| Building Capability | Learning Agility     | Makes an effort to improve based on feedback received from others and actively looks for opportunities to gather feedback to improve themselves. Creates an atmosphere of continual improvement in which they quickly adapt their approach in response to people's needs or the situation based on feedback given. | • Embrace a growth mindset, embracing the openness of soliciting feedback for positive growth  
• Maintain optimism through ambiguity and embraces the larger plan  
• Invest in exploration, testing, and learning ideas to try out assumptions and understands and/or modifies ideas  
• Let go of outdated beliefs and welcomes new feedback, theories, and models of understanding for a way forward |
| Building Capability | Self Development     | Acquires new knowledge and skills that contribute to individual and organizational growth, and which may also contribute to career development. Knows personal strengths and development opportunities, and seeks insights from balanced performance and career conversations to design their own personal develop plans. Practices diligence with executing self development. | • Practice self discipline around curiosity and a desire to understand what new skills are required for the future, and seeks to obtain them  
• Gather feedback from multiple sources and various forms of inputs on how performance is measuring against expectations and makes adjustments, as necessary.  
• Make a commitment to learning excellence and excercises a personal expectation for increased development results on a regular basis. |
| Change Leadership  | Champions Change     | Recognizes situations where change is needed and is willing to become the champion for it. Open to new and different ways of approaching work to solve problems and create opportunities. Demonstrates courage to make changes for improvement. | • Develop creative, new approaches to work.  
• Understand the impacts of change and determine the values of making it and endorsing it with others.  
• Identify better, faster, or less expensive ways to do things.  
• Encourages others to value change. |
| Change Leadership  | Process Management    | Aligns processes with organizational priorities and can design and implement workflows that move work forward through resources. Can establish appropriate metrics for measurement, creates synergies and integrations where necessary, and can simplify processes and maximize resource allocations. | • Adopt a perspective of continuous quality improvement.  
• Focus on aligning goals and metrics to the ideal state of the organization.  
• Engage all stakeholders and generate ideas from everywhere.  
• Track progress and adjust to meet organizational needs. |
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<tr>
<th>Leadership &amp; Strategic Vision</th>
<th>Be Innovative</th>
<th>Generating and encouraging creative and resourceful ideas and solutions at every position and level.</th>
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<td>• Champion ingenuity&lt;br&gt;• Encourage a “growth” mindset among colleagues and staff&lt;br&gt;• Build and contribute to an inclusive environment, appreciate diversity of perspective&lt;br&gt;• Influence and help others understand how change initiatives and the organizations strategic goals align.&lt;br&gt;• Drive and support continuous improvement while helping others embrace and implement change.</td>
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<th>Leadership &amp; Strategic Vision</th>
<th>Analytical Reasoning</th>
<th>Analyze information to establish accurate conclusion based on detail. Uses logic and judgement to evaluate to develop solutions.</th>
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<td>• Conduct effective research and gather relevant data to inform insights.&lt;br&gt;• Complete data analysis to detect informational patterns to identify meaning.&lt;br&gt;• Use rational analysis to solve challenging problems.&lt;br&gt;• Deepen analytical toolkit to include communication, creativity, critical thinking, data analysis, and broad research techniques to find the best possible solutions.</td>
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<th>Leadership &amp; Strategic Vision</th>
<th>Strategic Thinking</th>
<th>Formulates effective approaches driving the objectives, vision, and competitive strategy of the organization. Applies knowledge, planning, coordination, and execution of business/technical functions or resource allocation when examining issues and priorities. Takes a long-term view to recognize opportunities, impact, and to set priorities for a broad organizational perspective.</th>
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<td>• Exhibit high levels of critical thinking skills.&lt;br&gt;• Deepen decision making capabilities by considering thought-provoking questions regarding value, impact, efficacy, and long-range implications to strategic outcomes.&lt;br&gt;• Anticipate what obstacles can lie ahead and consider the whole system when planning and executing change.&lt;br&gt;• Synthesize information from multiple sources before developing viewpoints.</td>
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<th>Job Knowledge &amp; Technical Skill</th>
<th>Technical Ability</th>
<th>Demonstrates understanding of objectives, duties, responsibilities and expectations required of the job. Anticipates change and keeps current with informational and technological enhancements to meet new challenges.</th>
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<td>• Consistently applies knowledge to accomplish the requirements of the job.&lt;br&gt;• Effectively applies technical knowledge to solve a range of problems.&lt;br&gt;• Develops solutions to problems going beyond existing methods or approaches.&lt;br&gt;• Sought out to provide advice or solutions in his/her area of expertise.&lt;br&gt;• Keeps informed about current developments in his/her area of expertise and/or industry.</td>
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