

Performance Management 2020  
Competency Library - 22 Definitions for Web Display

	Competency	Definition	Competency Cluster
1	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.	Communicate Effectively
2	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.	Communicate Effectively
3	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.	Communicate Effectively
4	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 . Performs duties at a level above and beyond what is expected. Encourages customer feedback and keeps customers informed on matters of interest.	Customer Focus

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5	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.	Collaboration & Teamwork
6	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.	Collaboration & Teamwork
7	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.	Champions Integrity
8	Demonstrate Respect, Integrity and Character	Demonstration of high ethical standards and behaviors	Champions Integrity

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9	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.	Results Orientation
10	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.	Results Orientation
11	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.	Results Orientation
12	Takes Initiative	A resourceful self-starter 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.	Results Orientation
13	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.	Results Orientation

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14	Inspire and Develop	Demonstration of high enthusiasm and motivation while encouraging self and others to stretch, learn and reach ambitious goals.	Building Capability
15	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.	Building Capability
16	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.	Building Capability
17	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.	Change Leadership
18	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.	Change Leadership

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19	Be Innovative	Generating and encouraging creative and resourceful ideas and solutions at every position and level.	Leadership & Strategic Vision
20	Analytical Reasoning	Analyze information to establish accurate conclusion based on detail. Uses logic and judgement to evaluate to develop solutions.	Leadership & Strategic Vision
21	Strategic Thinking	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.	Leadership & Strategic Vision
22	Technical Ability	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.	Job Knowledge & Technical Skill