

Respect & Support

Perspectives: Consider the perspective of others. Practice being attentive and responsive to the input of others during conversation (empathic listening). Remain curious regarding the opinions, beliefs, and perspectives of others. Lean into vulnerability by respecting the expression of differing perspectives, needs, and experiences and seek opportunities to enter such honest communicative exchanges. Suspend judgements until clarity is reached.

Kind/generous: Be kind and generous. Encourage and empower others. Go above the minimum necessary. Give the benefit of the doubt. Communicate positively and clearly.

Difficult conversations: Lean into difficult conversations, meetings, and decision. Encourage the strength to ask difficult questions, hear the answers, and the perseverance to find solutions. Reflect on situations and gather pertinent facts before action is taken. Create a safe environment by: 1) setting ground rules, 2) staying constructive, and 3) seeking the win/win.

Feedback: Give and receive feedback in a way that aligns with our values. Employ the feedback checklist. Perceive feedback as a gift of the provider's time, experience, and perspective. Leverage the situation, behavior, impact (SBI) model to understand intent.

Communication & Responsibility

Communication: Timely and thoughtful. <u>Set expectations</u> prospectively. <u>Respect boundaries</u> for work/life balance. <u>Craft messages carefully</u> to consider tone, volume, clarity, and impact.

Vault: Maintain the vault (safety/confidentiality). If a mistake is made, own it. If a harm is done, find a way to rectify it. Keep private information private. Seek to be clear on boundaries and be respectful of those agreements. Avoid gossip and gossiping.

Talk with others: Talk with others, not about them. Support healthy conflict resolution by going to the source whenever possible. Create a safe environment for dialog and foster connection by meeting people where they are.

Teamwork & Professionalism

Point of View: Be prepared to offer your point of view. Exhibit bravery in sharing opinions and perspectives. Avoid accusatory language. Seek common ground. Share in an appropriate time and place.

Commitments: Avoid over promising and deliver on commitments. Be able to articulate your limitations and authority. Place importance upon and model dependability and trustworthiness. Proactively communicate for clarity of progress, notification of setbacks, and requests for support.

Competition: Avoid competition. There is no "I" in team. Avoid competition with or comparisons to colleagues. Build collaborative relationships that support highly functioning teams. Leverage the strengths of individuals to build synergy. Focus on college success first.

Lead by example. Be consistent by aligning actions and words. Model our values and desired behaviors. Place importance on accountability by holding yourself to the same standard you expect of others.

Innovation & Growth

"Yes if" mindset: Exhibit flexibility to adapt to changing circumstances. Embrace challenges and learning opportunities. Remain persistent despite setbacks.

Failure: Failure is acceptable as part of the learning process. Exhibit a lack of risk aversion. Reframe and celebrate failure as a natural part of growth and learning. Recognize effort and improvement.

Initiative: Demonstrate initiative and working with a sense of possibility and positivity. Demonstrate enthusiasm and energy. Seek and create opportunities while encouraging others to join you. Be invested in the success of college, our peers, and the individual.

KSA Gaps: Close skill, knowledge, and ability gaps to meet the needs of today, tomorrow, and the future. Engage in reflective self-assessment to obtain understand of strengths and opportunities for improvement. Identify and pursue opportunities for improvement. Seek and provide mentorship within these processes.