

Leadership & Supervisory Competencies – What are they & How to rate them

Leadership & Supervisory Competencies focus on interpersonal, leadership, and workplace relationship skills. These skills focus on how individuals within the Loyola community relate to and work with each other in order to further the mission of the university. This rating scale gives examples of behavioral descriptions that fit within each rating. *An individual does not have to exhibit all of the descriptions in order for this rating to be accurate. The rating chosen should reflect the overall behavior in each area.*

➤ **Rating: Not Meeting Expectations**

Behavioral Description:

- Is unclear and confusing in communicating expectations to employees. Does not use goals and objectives to manage self or others. Is disorganized in assigning and measuring work; may assign tasks haphazardly. Is unclear about roles, responsibilities and priorities. Provides no work-in-progress feedback, benchmarks or measures for performance. Is very results driven and tactical; takes no time for long-term development. Does not delegate; refuses to assign risky or visible work to others. Thinks development is training alone, without understanding how development happens. Does not discuss aspirations with direct reports, hold career discussions, provide coaching, or take development seriously. Prefers to select for talent rather than develop it. Does not support or cooperate with the university's performance management system.
- Is over-controlling. Directs too much and does not empower people. Concentrates on the development of a few at the expense of many. Creates work inequities as challenging assignments are distributed. Is overly optimistic about how much people can grow. Endorses the latest development fad, sometimes to the detriment of direct reports' development.
- Is rarely helpful to the rest of the team, unit, or organization in getting work done or in cooperating with others. Sometimes chills the efforts of the larger group by hesitating to get involved, refusing to help, or pointing out reasons why efforts will fail. Withholds resources and information from others. Is more comfortable following, rather than leading. Is very concerned about what others say or think.
- Is such a team player that own performance sometimes suffers. In taking time and energy helping others succeed, sometimes runs out of time and resources for own work. Is not be tolerant of other people's ways of doing things. Chooses to strongly lead when other, more team-based tactics, would do as well or better. Is so focused on gratifying own needs for power or control that others do not willingly follow, resulting in a negative culture of compliance and low morale.

➤ **Rating: Needs Some Improvement**

Behavioral Description:

- Communication of expectations for employees is sometimes confusing. Is not always clear about goals and objectives for self and direct reports. Does not assign work and assess results consistently or clearly. Does not attend to direct reports' development needs. Discourages direct reports from demonstrating initiative. Inconsistently supports Loyola's performance management system.
- Sometimes helps the rest of the team, but does not usually volunteer. Offers limited cooperation with others. Tends to keep to themselves and does not consistently share expertise, knowledge and information. Rarely leads an initiative. Avoids challenges, rather than embracing them.

➤ **Rating: Fully Meets Expectations**

Behavioral Description:

- Establishes expectations and creates clear goals and objectives for self and with others. Monitors progress on projects, and provides positive and constructive feedback. Holds regular development discussions with direct reports. Seeks to understand and support direct reports' career goals. Recognizes outstanding work. Cooperates appropriately with Loyola's performance management system.
- Is a solid member of the team who can be counted upon to help the rest of the team or other units in getting work done. Cooperates with others, and takes others' input into account in implementing projects. Exhibits positive, respectful team behavior, aiming for excellence and pride in work. Sometimes volunteers to lead an initiative.

➤ **Rating: Fully Meets & Often Exceeds Expectations**

Behavioral Description:

- Is consistent in clearly stating expectations and assigning responsibility, setting objectives and measures. Sets up systems for monitoring progress and providing frequent feedback. Assigns appropriate stretch goals and delegates work to support them. Holds regular development discussions and supports employee growth that is aligned with both career goals and organizational needs. Recognizes employees both privately and publicly. Appropriately supports Loyola's performance management system.
- Is a strong member of the team who consistently helps and cooperates with others. Freely shares expertise, knowledge and information with others, and openly seeks and accepts their input. Frequently volunteers to lead challenging initiatives. Motivates and inspires others to high levels of performance and development.

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➤ Rating: Consistently Exceeds Expectations

Behavioral Description:

- Is exceptional in clearly articulating expectations and assigning responsibility for tasks and decisions, setting clear objectives and measures, and securing resources that lead to success. Monitors process, progress and results at the appropriate level for the individual and the project. Designs feedback loops into work. Provides challenging and stretching tasks and assignments, appropriately delegating and coaching employees to success. Holds frequent and supportive development discussions, and is aware of each person's career goals and encourages development aligned with organizational goals. Constructs compelling development plans with employees and actively supports their execution. Frequently recognizes employees both privately and publicly. Supports and coaches those who need help and further development. Creatively seeks to enhance the performance management process for employees. Is seen as a manager people want to work for.
- Is consistently helpful and proactive with the rest of the team/other units. Is among the first to volunteer to help others succeed without neglecting own work. Shares freely to support the team or organization. Is a model of sharing, caring and cooperation. Relishes leading, and is looked to for direction in a crisis. Faces adversity head on, and is energized by tough challenges. Inspires others to exceed their own expectations. Models dignity, respect and a humble approach to learning and leadership.