<table>
<thead>
<tr>
<th>Managerial Success Factors</th>
<th>Associated Behaviors</th>
<th>Assessment: How well do I demonstrate this Success Factor?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MSF1 - Build a Community</strong></td>
<td>Are open and accessible to their staff</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Successful managers at Lehigh strive to build a community within their department and across the University where individuals feel valued, connected, and motivated to perform at their best.</td>
<td>Encourage open discussion and debate</td>
<td>1 2 3 4 5</td>
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<td></td>
<td>Take the time to get to know their staff, find out what motivates and interests them, and identify their strengths and areas for improvement</td>
<td>1 2 3 4 5</td>
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<td></td>
<td>Respect, appreciate, and encourage diverse backgrounds, perspectives, and opinions</td>
<td>1 2 3 4 5</td>
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<td>Solicit feedback from staff members and act on that feedback when appropriate</td>
<td>1 2 3 4 5</td>
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<td></td>
<td>Demonstrate genuine care and concern for staff members and colleagues.</td>
<td>1 2 3 4 5</td>
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<td>Celebrate milestones and achievements</td>
<td>1 2 3 4 5</td>
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<td></td>
<td>Create opportunities for people to come together to learn or build relationships</td>
<td>1 2 3 4 5</td>
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<td></td>
<td>Involve staff members in resolving problems by defining the direction to take and determining alternatives to achieve solutions</td>
<td>1 2 3 4 5</td>
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<td></td>
<td>Encourage involvement and collaboration with other work groups when appropriate.</td>
<td>1 2 3 4 5</td>
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<tr>
<td><strong>MSF2 - Set a Strategic Vision</strong></td>
<td>Determine what is needed to align their area of responsibility with broader institutional goals and strategy</td>
<td>1 2 3 4 5</td>
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<tr>
<td>Successful managers at Lehigh develop and communicate a vision that meets the long term needs of the University and their area of responsibility.</td>
<td>Communicate a clear and understandable vision to staff members</td>
<td>1 2 3 4 5</td>
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<td></td>
<td>Translate the strategic vision of the University into operational goals the staff can understand and act upon</td>
<td>1 2 3 4 5</td>
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<td></td>
<td>Set short and long term goals that enable the department to successfully accomplish its role within the University</td>
<td>1 2 3 4 5</td>
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<td></td>
<td>Motivate and inspire staff members to achieve their goals, providing support and resources as necessary and appropriate</td>
<td>1 2 3 4 5</td>
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<td></td>
<td>Help staff members understand how individual and departmental goals link to the goals of the institution</td>
<td>1 2 3 4 5</td>
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<td></td>
<td>Are respectful of Lehigh’s history and traditions, but understand and embrace change as a way to support Lehigh’s future</td>
<td>1 2 3 4 5</td>
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<td></td>
<td>Participate in University-wide initiatives that promote the needs of the University, not just the needs of their own department</td>
<td>1 2 3 4 5</td>
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<td></td>
<td>Step back from the tactical details and everyday issues to review situations from a broader perspective</td>
<td>1 2 3 4 5</td>
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<tr>
<td><strong>MSF3 - Manage and Facilitate Change</strong></td>
<td>Help staff members understand the need for change by openly discussing the short term and long term implications for the department and the University</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Successful managers at Lehigh understand and embrace change at the University and help staff understand, adjust, and adapt to those changes.</td>
<td>Establish structures and processes to plan and manage the orderly implementation of change</td>
<td>1 2 3 4 5</td>
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<td>Encourage staff to develop and contribute ideas and new approaches to support and facilitate change</td>
<td>1 2 3 4 5</td>
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<td>Identify any concerns regarding change or resistance, and help staff members address them</td>
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<td>Facilitate change by acting as a role model throughout the change process</td>
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<td>Anticipate questions and concerns and proactively address them to lessen anxiety</td>
<td>1 2 3 4 5</td>
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<tr>
<td></td>
<td>Understand Lehigh’s traditions and history and build upon them to effect change, without being bound by past practices or events.</td>
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### Managerial Success Factors Worksheet (continued)

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<td><strong>MSF4 - Coach Staff for Excellent Performance</strong></td>
<td>Set and discuss expectations with a focus on results and excellence in work process and outcomes</td>
<td>1 2 3 4 5</td>
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<tr>
<td></td>
<td>Ensure expectations are clear at the onset of any work year, project, or new assignment</td>
<td>1 2 3 4 5</td>
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<tr>
<td></td>
<td>Hold self accountable for ensuring staff accomplishes goals and responsibilities</td>
<td>1 2 3 4 5</td>
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<tr>
<td></td>
<td>Share credit with staff for successful accomplishments and accept responsibility for failures</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td></td>
<td>Encourage people to stretch their knowledge and skills and move beyond their personal comfort zones</td>
<td>1 2 3 4 5</td>
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<td></td>
<td>Tailor coaching to individual needs and learning styles</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td></td>
<td>Collaborate with staff to improve department and functional processes and outcomes</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td></td>
<td>Empower staff members to make decisions by delegating to them responsibilities and decision making authority</td>
<td>1 2 3 4 5</td>
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<td></td>
<td>Encourage staff to work outside department silos.</td>
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</table>

**Successful managers at Lehigh set clear work expectations for staff and coach staff members to ensure excellent performance.**

| **MSF5 - Foster a Learning Environment** | Support staff’s learning and development in day-to-day activities and processes, as well as through formalized training, course work, or seminars | 1 2 3 4 5                                                   |
|                                         | Set challenging goals and encourage staff to pursue stretch opportunities                | 1 2 3 4 5                                                  |
|                                         | Offer constructive feedback to staff members to assist them in achieving their development goals | 1 2 3 4 5                                                  |
|                                         | Evaluate staff members’ strengths and weaknesses and assist them in creating development plans to maintain strengths and enhance opportunities for improvement | 1 2 3 4 5                                                  |
|                                         | Provide staff members with the time, resources, and opportunities to focus on development activities (e.g., training classes, on-the-job learning, committee participation) | 1 2 3 4 5                                                  |
|                                         | Mentor staff members in and outside of their department                                   | 1 2 3 4 5                                                  |
|                                         | Focus on cultivating and building a strong pipeline of future University leaders by identifying leadership potential among staff and helping them grow | 1 2 3 4 5                                                  |
|                                         | Seek feedback on own performance and search for opportunities to enhance personal development | 1 2 3 4 5                                                  |
|                                         | Learn about new technologies, tools, and systems and apply them actively in own work where appropriate | 1 2 3 4 5                                                  |

**Successful managers at Lehigh encourage continuous learning, prioritize staff development, and enable their staff to develop in their current role and future career at Lehigh.**

| **MSF6 - Communicate to Ensure Effectiveness** | Communicate with staff regularly, on both an informal and formal basis | 1 2 3 4 5                                                   |
|                                               | Readily share information with staff in a timely manner using the most appropriate method and in a clear, understandable style | 1 2 3 4 5                                                  |
|                                               | Encourage open dialogue with staff and colleagues                                       | 1 2 3 4 5                                                  |
|                                               | Are appropriately open and forthright in their own communications, while respecting confidentiality | 1 2 3 4 5                                                  |
|                                               | Enhance staff’s understanding of the big picture by illustrating important linkages to their work situation | 1 2 3 4 5                                                  |
|                                               | Understand the different communication needs and styles of staff members and adjust communication as needed | 1 2 3 4 5                                                  |
|                                               | Provide the appropriate level of detail by considering the audience, the situation, and the purpose | 1 2 3 4 5                                                  |
|                                               | Listen carefully to ensure understanding and ask questions to ensure accurate understanding Look at problems/situations from different perspectives | 1 2 3 4 5                                                  |

**Successful managers at Lehigh understand different communication needs and styles and tailor their communications to maximize the effectiveness of their staff.**