As a member of the Cornell Community I . . .

**Interact with integrity**

So people are respected and engaged.

- Be honest and trustworthy, demonstrate high standards of personal conduct.
- Have a positive attitude.
- Involve others as appropriate when outcomes impact their work.
- Be diplomatic in your interactions with customers and stakeholders.
- Admit your mistakes and learn from them.
- Acknowledge the support and contributions of others.

**Contribute positively to an inclusive environment**

So people feel like they belong.

- Communicate across difference to create a collaborative, collegial, and caring community.
- Be cooperative, open and welcoming to all.
- Show respect, compassion and empathy for others, even in difficult situations.
- Engage and support others regardless of background or perspective.
- Speak up when others are being excluded or treated inappropriately.
- Actively support work-life integration.

**Support the organization’s shared vision and mission**

I am trusted to move university and team goals forward.

- Show commitment to unit and university goals in delivering results.
- Anticipate, embrace, promote and implement change.
- Balance short-term gains with long-term vision.
- Be open and receptive to new information, ideas and approaches.
• Be adaptable, modify your preferred way of doing things when it benefits the whole.
• Support ideas, solutions and changes to processes to ensure high quality outcomes.

**Communicate clearly and consistently**

**So people are informed and heard.**

• Seek to understand and then to be understood.
• Demonstrate active listening skills.
• Express thoughts clearly, both verbally and in writing.
• Share knowledge and information.
• Give, receive and act upon helpful and timely feedback.

**Act and take initiative**

**I take ownership of my work and results.**

• Adopt a culture of sustainability and efficiency.
• Strive to develop and implement best practices.
• Take responsible risks to innovate seeking advancements in products, processes, services, technologies or ideas.
• Identify opportunities in challenges and show initiative.
• Reach out in a timely and responsive manner to resolve problems and conflicts.
• Anticipate and adapt to changing priorities and additional demands.

**Display sound judgment in problem solving**

**People seek me out to find solutions to deliver results.**

• Exercise sound judgment to make decisions and meet deliverables.
• Assess environmental, economic, compliance and social impacts in decision-making.
• Demonstrate innovative, creative and informed risk taking.
• Apply analytical thinking, data and metrics to synthesize complex information.
• Anticipate obstacles and generate alternatives.
• Negotiate to find and orchestrate win-win solutions.

**Proactively seek self-development and coaching opportunities**

**People see my commitment and passion to continuously develop.**

• Be self-aware.
• Work to continuously learn and improve.
• Take measures to ensure personal well-being and balance.
• Seek and act upon performance feedback.
• Apply learning to evolving assignments.
• Actively manage your career.
• Encourage others to develop themselves.