Human Resources

Leadership Skills for Success

As a leader of Cornell, I:

**Interact with integrity**

- Convey respect and professionalism in interactions.
- Seek to understand and then to be understood.
- Put others at ease, and respond calmly even in difficult situations.
- Be honest and trustworthy; have a high standard of personal conduct.
- Acknowledge your mistakes and errors, take timely corrective action, including an apology if appropriate.
- Demonstrate empathy and compassion for others.
- Give, ask for and act on feedback.
- Manage conflict, taking uncomfortable or unpopular action when necessary.

Result: people feel respected and engaged

**Create an open and inclusive environment**

- Create an environment of trust.
- Demonstrate respect for all individuals.
- Actively invite new ideas, alternatives and perspectives.
- Integrate workplace flexibility as a part of a results oriented work culture
- Speak up and take action if others are being excluded or treated inappropriately.
- Acknowledge the support and contributions of every person.

Result: people feel like they belong

**Inspire and articulate a shared vision and mission**

- Understand the University’s strategic goals and deliver aligned outcomes.
- Embrace, promote and implement change.
- Deliver results today with a sustainable future in mind.
- Demonstrate foresight and imagination to see possibilities, opportunities and trends.
• Model stewardship within the organization and University.
• Monitor and re-evaluate decisions, priorities and plans in order to achieve a vision.

**Result:** people know how their work aligns with university and team goals

**Communicate clearly and consistently**

• Listen first.
• Share important information and decisions in a timely manner.
• Ensure people have a clear understanding of the expectations and desired result.
• Convey thoughts clearly, verbally and when writing.
• Adapt messaging to audience.
• Summarize other points of view to confirm understanding.

**Result:** people feel informed and heard

**Empower staff to act and take initiative**

• Encourage anticipatory thinking to identify challenges and opportunities early.
• Actively support others in taking initiative and responsible risks to innovate.
• Use mistakes as opportunities for learning.
• Balance the need to seek input and the need to take action.
• Provide clear directions and expectations that will enable others to make sound decisions.
• Deliver results on time and within budget.

**Result:** people feel supported and confident in taking ownership of their work and results

**Display sound judgment in problem solving**

• Bring stakeholders together to create alignment, shared understanding and action.
• Ask insightful and probing questions.
• Use data and metrics to provide informed and thoughtful analyses.
• Consider impact on others outside your immediate area.
• Synthesize complex information.
• Anticipate obstacles and generate alternatives.

**Result:** people proactively seek solutions to deliver results

**Be a great coach**

• Make work challenging, meaningful and engaging for others.
• Identify and focus on the most significant priorities, setting achievable goals, milestones and deadlines.
• Provide others with productive and timely feedback.
- Delegate and provide good exposure for team members.
- Develop people and support their growth and mobility.

**Result:** people understand their current role and career options