

### Behaviors and Results Matrix

Level of Success in Demonstrating Behaviors

<b>Exceptional Behaviors, Inconsistent Results</b>	<b>Exceptional Behaviors and Successful Results</b>	<b>Exceptional Behaviors and Results</b>
<p>Behaviors recognized as role model for Staff and/or Leadership Skills for Success:</p> <ul style="list-style-type: none"> <li>Engagement and team contributions exceed expectations</li> <li>Cultivates relationships and engages others, promotes cooperation and a welcoming environment for all</li> <li>Is flexible, creates new approaches, adapts to change and helps others adapt.</li> <li>Consistently seek and provide others with productive feedback</li> </ul> <p>Inconsistent in delivering results:</p> <ul style="list-style-type: none"> <li>Varies in reliability of meeting job standards</li> <li>In some situations, struggles to keep up with pace and demand of position</li> <li>Irregular communication surrounding job responsibilities</li> </ul>	<p>Behaviors recognized as role model for Staff and/or Leadership Skills for Success:</p> <ul style="list-style-type: none"> <li>Engagement and team contributions exceed expectations</li> <li>Cultivates relationships and engages others, promotes cooperation and a welcoming environment for all</li> <li>Is flexible, creates new approaches, adapts to change and helps others adapt</li> <li>Consistently seek and provide others with productive feedback</li> </ul> <p>Successfully achieves results:</p> <ul style="list-style-type: none"> <li>Reliably meets job standards</li> <li>Supports and teaches others</li> <li>Continuously improving, problem solver</li> <li>Consistent and timely communication around job responsibilities</li> </ul>	<p>Behaviors recognized as role model for Staff and/or Leadership Skills for Success:</p> <ul style="list-style-type: none"> <li>Engagement and team contributions exceed expectations</li> <li>Cultivates relationships and engages others, promotes cooperation and a welcoming environment for all</li> <li>Is flexible, creates new approaches, adapts to change and helps others adapt</li> <li>Consistently seek and provide others with productive feedback</li> </ul> <p>Exceptional in accomplishing results:</p> <ul style="list-style-type: none"> <li>Works consistently at a superior level in most aspects of position</li> <li>Initiates improvement, effective and focused problem solver</li> <li>Inspires others to higher performance</li> <li>Achieves results under challenging circumstances and changing environments, big picture focused</li> </ul>
<b>Successful Behaviors, Results Inconsistent / Needs Improvement</b>	<b>Successful Behaviors and Results</b>	<b>Successful Behaviors and Exceptional Results</b>
<p>Behaviors successfully demonstrate Staff and/or Leadership Skills for Success:</p> <ul style="list-style-type: none"> <li>Engagement and team contributions meet expectations</li> <li>Demonstrates the ability to work well with others</li> <li>Is flexible and adapts to change</li> </ul> <p>Inconsistent in delivering results:</p> <ul style="list-style-type: none"> <li>Varies in reliability of meeting job standards</li> <li>In some situations, struggles to keep up with pace and demand of position</li> <li>Irregular communication surrounding job responsibilities</li> </ul> <p>Improvement needed in delivering results</p> <ul style="list-style-type: none"> <li>Lacks reliability in meeting job standards</li> <li>Does not act to identify opportunities and recommendations to make changes and deliver effective results</li> </ul>	<p>Behaviors successfully demonstrate Staff and/or Leadership Skills for Success:</p> <ul style="list-style-type: none"> <li>Engagement and team contributions meet expectations</li> <li>Demonstrates the ability to work well with others</li> <li>Is flexible and adapts to change</li> </ul> <p>Successfully achieves results:</p> <ul style="list-style-type: none"> <li>Reliably meets job standards</li> <li>Supports and teaches others</li> <li>Continuously improving, problem solver</li> <li>Consistent and timely communication around job responsibilities</li> </ul>	<p>Behaviors successfully demonstrate Staff and/or Leadership Skills for Success:</p> <ul style="list-style-type: none"> <li>Engagement and team contributions meet expectations</li> <li>Demonstrated the ability to work well with others</li> <li>Is flexible and adapts to change</li> </ul> <p>Exceptional in accomplishing results:</p> <ul style="list-style-type: none"> <li>Works consistently at a superior level in most aspects of position</li> <li>Initiates improvement, effective and focused problem solver</li> <li>Inspires others to higher performance</li> <li>Achieves results under challenging circumstances and changing environments, big picture focused</li> </ul>
<b>Fails to be Successful in Behaviors and Results*</b>	<b>Successful Results, Behaviors Inconsistent / Needs Improvement</b>	<b>Inconsistent Behaviors and Exceptional Results</b>
<p>Behaviors fail to be successful in demonstrating (or do not demonstrate) Staff and/or Leadership Skills for Success:</p> <ul style="list-style-type: none"> <li>Does not seek to understand and be understood</li> <li>Disrupts others' work and shows lack of focus/interest in their own work</li> <li>Displays negative attitude; fails to understand how their behaviors impact others</li> </ul> <p>Fails to be successful in achieving results:</p> <ul style="list-style-type: none"> <li>Does not meet job standards</li> <li>Ineffective learning or adequate improvement as required</li> <li>Resists opportunities and challenges and fails to show initiative to make changes</li> </ul> <p><i>* Requires Performance Improvement Plan</i></p>	<p>Behaviors inconsistently demonstrate Staff and/or Leadership Skills for Success:</p> <ul style="list-style-type: none"> <li>Inconsistently exhibits courtesy, respect, compassion and empathy; is less understanding or accepting of others</li> <li>Fluctuates in ability to adapt to change</li> <li>May have difficulty navigating when best to work as a team vs. independently</li> </ul> <p>Behaviors need improvement demonstrating Staff and/or Leadership Skills for Success:</p> <ul style="list-style-type: none"> <li>Does not consistently support others, may have an adverse influence</li> <li>Resists change without exploring the possibilities</li> <li>Occasionally demonstrates a lack of respect for others; may exhibit difficulty in establishing or maintaining relationships</li> </ul> <p>Successfully achieves results:</p> <ul style="list-style-type: none"> <li>Reliably meets job standards</li> <li>Supports and teaches others</li> <li>Continuously improving, problem solver</li> <li>Consistent and timely communication around job responsibilities</li> </ul>	<p>Behaviors inconsistently demonstrate Staff and/or Leadership Skills for Success:</p> <ul style="list-style-type: none"> <li>Inconsistently exhibits courtesy, respect, compassion and empathy; is less understanding or accepting of others</li> <li>Fluctuates in ability to adapt to change</li> <li>May have difficulty navigating when best to work as a team vs. independently</li> </ul> <p>Exceptional in accomplishing results:</p> <ul style="list-style-type: none"> <li>Works consistently at a superior level in most aspects of position</li> <li>Initiates improvement, effective and focused problem solver</li> <li>Inspires others to higher performance</li> <li>Achieves results under challenging circumstances and changing environments, big picture focused</li> </ul>

Level of Success in Achieving Results

Behaviors = Lives the values of Cornell University, models Staff and/or Leadership Skills for Success and is engaged in the success of the workgroup.

Results = Performance of job duties, has a positive and influential impact on work and willingness to take responsible risks even if they fail.