Harvard University
Competency Dictionary

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Ability to Influence

Uses appropriate interpersonal styles and techniques to gain acceptance of ideas or plans. Effectively explores alternatives to reach outcomes that gain the support and acceptance of others.

Key Actions

- **Opens discussions effectively** – Describes expectations, goals, or requests in a way that provides clarity and excites interest.

- **Develops others' and own ideas** – Presents own ideas; seeks and develops suggestions of others.

- **Builds support for preferred alternatives** – Builds value of preferred alternatives by relating them to others' needs; responds to differing views by emphasizing value; articulates problems with undesirable alternatives.

- **Facilitates agreement** – Uses appropriate influence strategies (such as demonstrating benefits or giving rewards) to gain genuine agreement; persists by using different approaches as needed to gain commitment.

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Accountability

Takes responsibility for actions, decisions and deliverables. Works to establish a culture of accountability among direct reports and across the organization, where applicable; models accountability for others. Aligns systems to support accountability (reward and recognition, compensation, mobility, etc.).

Key Actions

- **Takes responsibility and demonstrates accountability** – Accepts responsibility for outcomes (positive or negative) of one's work; takes ownership for mistakes or missteps and refocuses efforts when necessary; holds self and others accountable for reaching short and long-term goals.

- **Encourages others to take responsibility** – Provides encouragement and support to others in accepting responsibility; does not accept others' denial of responsibility without questioning.

- **Sets high standards of performance for self and others** – Self-imposes standards of excellence rather than having standards imposed.

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Applied Learning

Assimilates and applies new job-related information in a timely manner.

Key Actions

- **Actively participates in learning activities** – Takes part in needed learning activities in a way that makes the most of the learning experience (e.g., takes notes, asks questions, does required tasks).

- **Quickly gains knowledge, understanding, or skill** – Readily absorbs and comprehends new information from formal and informal learning experiences.

- **Applies knowledge or skill** – Puts new knowledge, understanding, or skill to practical use on the job; furthers learning through trial and error.

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Attention to Detail

Accomplishes tasks by considering all areas involved, no matter how small; shows concern for all aspects of the job; accurately checks processes and tasks; is watchful over a period of time.

Key Actions

- **Follows procedures** – Accurately and carefully follows established procedures for completing work tasks.

- **Ensures high-quality output** – Vigilantly watches over job processes, tasks, and work products to ensure freedom from errors, omissions, or defects.

- **Takes action** – Initiates action to correct quality problems or notifies others of quality issues as appropriate.

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Building a High Performing Team

Develops a capable, diverse and cohesive team to maximize their collective skills and talents; motivates others to achieve the organization's goals; recognizes and rewards contributions.

Key Actions

- **Hires and develops a diverse team** – Attracts and hires the best candidates internally and externally; takes action to increase individual and team effectiveness; creates the climate and culture of an inclusive, positive, high-functioning team.

- **Sets performance goals** – Collaboratively works with direct reports to set meaningful, specific performance goals that align with team goals; identifies measures for evaluating goal achievement; gives timely, appropriate feedback, providing coaching when needed.

- **Emphasizes retention** – Establishes development opportunities to encourage talented individuals to remain with Harvard; provides opportunities that offer challenge and career satisfaction, consistent with fostering and maintaining a diverse and inclusive work environment.

- **Provides differential rewards** – Looks for opportunities to reinforce, recognize and reward accomplishments;

- **Aligns processes and resources** – Aligns internal processes and resources (i.e., team goals, performance and development plans, staffing, budget) to support building organizational capability in priority areas.

Building Partnerships

Identifies opportunities and takes action to build strategic relationships between one's area and other areas, teams, departments, units, or organizations to help achieve business goals.

Key Actions

- **Identifies partnership needs** – Analyzes the organization and own area to identify key relationships that should be initiated or improved to further the attainment of own area's goals.

- **Explores partnership opportunities** – Exchanges information with potential partner areas to clarify partnership benefits and potential problems; collaboratively determines the scope and expectations of the partnership so that both areas' needs can be met.

- **Formulates action plans** – Collaboratively determines courses of action to realize mutual goals; facilitates agreement on each partner's responsibilities and needed support.

- **Subordinates own area's goals** – Places higher priority on organization's goals than on own area's goals; anticipates effects of own area's actions and decisions on partners; influences others to support partnership objectives.

- **Monitors partnership** – Implements effective means for monitoring and evaluating the partnership process and the attainment of mutual goals.

Building Trust
Interacts with others in a way that gives them confidence in one's intentions and those of the organization.

Key Actions

- **Operates with integrity** – Demonstrates honesty; keeps commitments; behaves in a consistent manner.

- **Discloses own positions** – Shares thoughts, feelings, and rationale so that others understand personal positions.

- **Remains open to ideas** – Listens to others and objectively considers others' ideas and opinions, even when they conflict with one's own.

- **Supports others** – Treats people with dignity, respect, and fairness; gives proper credit to others; stands up for deserving others and their ideas even in the face of resistance or challenge.

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Communication Skills

Proactively communicates; informs others of what they need to know. Utilizes oral and written communication to enhance relationships across the organization. Capably articulates thoughts and ideas in speaking and listens carefully to others.

Key Actions

- **Verbal communication** – Clearly communicates ideas, information, proposals, instructions, issues, and questions using appropriate tone and language.

- **Written communication** – Produces clear, concise memos, email, and other correspondence, that conveys all relevant information using appropriate language.

- **Presentation skills** – Prepares and delivers persuasive, clear messages in a style appropriate to the audience. Exhibits mastery of materials, a comfortable and effective delivery style, and handles inquiries about the topic with ease.

Continuous Learning

Actively identifies new areas for learning; regularly creates and takes advantage of learning opportunities; uses newly gained knowledge and skills on the job and learns through their application.

Key Actions

- **Targets learning needs** – Seeks and uses feedback and other sources of information to identify appropriate areas for learning.

- **Seeks learning activities** – Identifies and participates in appropriate learning activities (e.g., courses, reading, self-study, coaching, experiential learning) that help fulfill learning needs.

- **Maximizes learning** – Actively participates in learning activities in a way that makes the most of the learning experience (e.g., takes notes, asks questions, critically analyzes information, keeps on-the-job application in mind, does required tasks).

- **Applies knowledge or skill** – Puts new knowledge, understanding, or skill to practical use on the job; furthers learning through trial and error.

- **Takes risks in learning** – Puts self in unfamiliar or uncomfortable situation in order to learn; takes on challenging or unfamiliar assignments.

Customer Focus

Makes customers and their needs a primary focus of one's actions; develops and sustains productive customerrelationships.

Key Actions

- **Seeks to understand customers** – Actively seeks information to understand customers' circumstances, problems, expectations, and needs.

- **Educates customers** – Shares information with customers to build their understanding of issues and capabilities.

- **Builds collaborative relationships** – Builds rapport and cooperative relationships with customers.

- **Takes action to meet customer needs and concerns** – Considers how actions or plans will affect customers; responds quickly to meet customer needs and resolve problems; avoids overcommitments.

- **Sets up customer feedback systems** – Implements effective ways to monitor and evaluate customer concerns, issues, and satisfaction and to anticipate customerneeds.

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Decision Making

Identifies and understands issues, problems, and opportunities; compares data from different sources to draw conclusions; uses effective approaches for choosing a course of action or developing appropriate solutions; takes action that is consistent with available facts, constraints, and probable consequences.

Key Actions

- **Identifies issues, problems, and opportunities** – Recognizes issues, problems, or opportunities and determines whether action is needed.

- **Gathers information** – Identifies the need for and collects information to better understand issues, problems, and opportunities.

- **Interprets information** – Integrates information from a variety of sources; detects trends, associations, and cause-effect relationships.

- **Generates alternatives** – Creates relevant options for addressing problems/opportunities and achieving desired outcomes.

- **Chooses appropriate action** – Formulates clear decision criteria; evaluates options by considering implications and consequences; chooses an effective option.

- **Commits to action** – Makes decisions within a reasonable time.

- **Involves others** – Includes others in the decision-making process as warranted to obtain good information, make the most appropriate decisions, and ensure buy-in and understanding of the resulting decisions.

Delegation

Allocates decision-making authority and/or task responsibility to appropriate others to maximize the organization's and individuals' effectiveness.

Key Actions

- **Shares appropriate responsibilities** – Allocates decision-making authority and/or task responsibility in appropriate areas to appropriate individuals (considering positive and negative impact, organizational values and structures, and enhancement of the individual's knowledge/skills).

- **Defines parameters** – Clearly communicates the parameters of the delegated responsibility, including decision-making authority and any required actions, constraints, or deadlines.

- **Provides support without removing responsibility** – Suggests resources and provides assistance or coaching as needed; expresses confidence in the individual.

- **Stays informed** – Establishes appropriate procedures to keep informed of issues and results in areas of shared responsibility.

Delivers Results

Establishes high goals for organization success and personal accomplishment; meets or exceeds those goals; conveys a sense of urgency and drives issues to closure.

Key Actions

- **Identifies opportunities to perform high impact work** – Looks for existing and emerging needs as well as developments in academia, private industry and government to identify new opportunities to perform high impact work that aligns with the mission.

- **Achieves goals** – Works tenaciously toward and derives satisfaction from achieving challenging goals; pitches in where required without regard to status.

- **Remains focused** – Self-disciplined; measures progress and evaluates results; prevents irrelevant issues or distractions from interfering with timely completion of important initiatives.

Embraces Change

Actively identifies problems and opportunities for change and implements solutions where appropriate. Maintains effectiveness when experiencing major changes in work tasks or the work environment; adjusts effectively to work within new work structures, processes, requirements, or cultures.

Key Actions

- **Demonstrates effort to understand changes** – Actively tries to understand changes in work tasks, situations, and environment as well as the logic or basis for change; actively seeks information about new work situations.

- **Approaches change or newness positively** – Treats change and new situations as opportunities for learning or growth; focuses on the beneficial aspects of change; speaks positively about the change to others.

- **Invites change** – Presents new ideas or potential solutions to problems without prompting; does not wait for others to take action or to request actions.

- **Adjusts behaviors** – Quickly modifies behavior to deal effectively with changes in the work environment; readily tries new approaches appropriate for new or changed situations; does not persist with ineffective behaviors.

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Innovation

Generates innovative solutions in work situations; tries different and novel ways to deal with work problems andopportunities.

Key Actions

- **Challenges paradigms** – Identifies implicit assumptions in the way problems or situations are defined or presented; sees alternative ways to view or define problems; is not constrained by the thoughts or approaches of others.

- **Leverages diverse resources** – Draws upon multiple and diverse sources (individuals, disciplines, bodies of knowledge) for ideas and inspiration.

- **Thinks expansively** – Combines ideas in unique ways or makes connections between disparate ideas; explores different lines of thought; views situations from multiple perspectives; brainstorms multiple approaches/solutions.

- **Evaluates multiple solutions** – Examines numerous potential solutions and evaluates each before accepting any.

- **Ensures relevance** – Targets important areas for innovation and develops solutions that address meaningful work issues.

Interpersonal Skills

Exhibits acceptable standards of professional conduct. Listens carefully. Develops and maintains positive working relationships with all constituents.

Key Actions

- **Diplomacy** – Extends consideration to co-workers, students, faculty and other constituents at all levels.

- **Maintains confidences** – Handles confidential information without breaking trust or confidences. Is seen as a trusted and discrete colleague.

- **Respect and professionalism** – Demonstrates clear, professional, and respectful communications in all interactions, consistent with an inclusive work environment. Treats others with dignity and respect.

- **Conflict management** – Resolves conflict effectively and respectfully.

IT Service Mindset

Maintains a consistent focus on users' IT service needs, using accountability, collaborative partnerships and empathy to make all of your engagements with users and partners positive and supportive.

Key Actions

- **Exhibits *accountability*** - Takes responsibility for our actions, decisions and deliverables in ensuring effective IT service results for our internal and external users. Works to establish a culture of accountability among direct reports and across the organization, where applicable; models accountability for others. Aligns systems to support accountability (reward and recognition, compensation, mobility, etc.).
  - o We take responsibility for ensuring complete and reliable services are delivered on time and in the manner required to meet users' needs.
  - o We accept responsibility for outcomes (positive or negative) of our work, taking ownership for mistakes and refocusing efforts as necessary.
  - o We hold ourselves and others accountable for reaching short and long- term goals and collaborate with each other to reach our mutual goals.
  - o We set high standards of performance for ourselves and others by self-imposing standards of excellence rather than having standards imposed, and measuring our progress in meeting those standards.

- **Maintains *collaborative partnerships*** - Identifies opportunities and takes action to build strategic relationships between one's area and other areas, teams, departments, units, or organizations to help achieve local school or unit goals.
  - o We identify key relationships that should be initiated or improved to ensure the successful delivery of services to our users.
  - o We proactively explore partnership opportunities by exchanging information with potential partner teams and users.
  - o We collaboratively determine the scope and expectations of the partnership so that both areas' needs can be met.
  - o We formulate action plans to realize mutual goals, and agreeing on each partner's responsibilities and needed support.

- **Demonstrates *empathy*** - Makes users and their needs a primary focus of one's actions; develops and sustains productive customer relationships.
  - o We anticipate and understand the impact of the services we provide.
  - o We carefully and actively listen to our users' needs and concerns.
  - o We respect users' levels of knowledge of and comfort with the technologies or services offered, and seek ways to make it easy for them to use the services provided.
  - o We develop action plans and follow through on users' requests to ensure users always have a positive experience with the services provided, no matter where in the service delivery process we play a role.

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IT Trusted Advisor

Provides effective mission understanding, proactive problem solving and communication skills to help Harvard faculty, students, and staff use technology in a manner to further the University's teaching, learning, and research.

Key Actions

- **Displays *mission understanding* -** Gains knowledge of University culture, systems, and pressures; understands the agenda and perspectives of others; Recognizes and balances the interest of one's department with those of other departments and the University, as well as the impact of decisions on each.
    o We actively engage with our schools/units, to understand their vision, values, missions and needs.
    o We communicate the importance our schools'/units' vision, values, missions and needs among our teams.
    o We translate those vision, values, missions and needs into our IT strategies, day-to-day activities, behaviors, priorities and decisions.
    o We recognize staff whose actions exemplify commitment to their schools'/units' vision, values, missions and needs.

- **Utilizes *proactive problem solving* -** Uses sound or logical judgment to spot and analyze problems, develop alternative solutions and initiate corrective action.
    o We anticipate potential problems and determine ways to mitigate them or their impact to users before they occur.
    o When problems do occur, we work together to solve them and to identify their root causes, putting in place measures to correct and avoid the same problems in the future.
    o We collaborate with users and IT team members across Harvard and external communities to determine best value solutions for our users and the organizations they are serving.

- **Employs *effective communications* -** Proactively communicates; informs others of what they need to know. Utilizes oral and written communication to enhance relationships across the organization. Capably articulates thoughts and ideas in speaking and listens carefully to others.
    o We actively listen to understand the needs, concerns, ideas and objectives of our users and team members.
    o We regularly meet to share information, synchronize plans, and collaborate on activities in support of users and their missions.
    o We develop each other's ideas by seeking and developing suggestions of others to get to outcomes that all can agree on.

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Job Knowledge

Has achieved a satisfactory level of technical and professional skill or knowledge in position-related areas; keeps up with current developments and trends in areas of expertise.

Key Actions

- Has solid knowledge of his or her department, and current position, as well as policies, processes, practices, and tools required to complete the work efficiently and effectively.

- Grasps aspects of required duties and skills needed to be successful in their role.

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Living the Vision and Values

Demonstrates an understanding of local school/business unit's vision and values, using them as a point of reference where appropriate. Keeps the vision and values at the forefront of decision-making and personal action.

Key Actions

- **Communicates the importance of the vision and values** – Helps others understand the local school/business unit's vision and values and their importance.

- **Moves others to action** – Translates the local school/business unit's vision and values into day-to-day activities and behaviors; guides and motivates others to take actions that support the vision and values.

- **Models the vision and values** – Takes actions, makes decisions, and shapes team or group priorities to reflect the local school/business unit's vision and values.

- **Rewards living the vision and values** – Recognizes and rewards colleagues and direct reports whose actions support the local school/business unit's vision and values.

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Managing Change:

Understands, communicates and outwardly supports organizational change; identifies opportunities for change; stays current on methods to motivate others to accept the activities and mindset required for the successful implementation of workplace change.

Key Actions:

- **Identifies Change Opportunity**
    - Asks questions to gain clarity and understanding of the why / what / when / how associated with organizational changes
    - Identifies barriers and resistance to change; takes appropriate action to address these barriers

- **Includes Stakeholders**
    - Encourages team members to embrace change by soliciting their input, allowing them to be heard, and including them in idea generation and problem solving.
    - Focuses on empowering staff, building skills, coaching, reinforcing "what's in it for me?" and recognizing early adopters

- **Communicates**
    - Engages with staff and colleagues to create dialogue about changes, to acknowledge what is known and not known, and to clarify roles and expectations
    - Supports change decisions by being visible, speaking positively of the change, and remaining open to new and different ways of doing things

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Managing Conflict

Deals effectively with others in difficult situations; uses appropriate inter-personal styles and methods to reduce tension or conflict between two or more people.

Key Actions

- **Opens discussions effectively** – Establishes a clear and compelling rationale for resolving the conflict.

- **Clarifies the current situation** – Collects information from relevant sources to understand the conflict.

- **Remains open to all sides** – Objectively views the conflict from all sides.

- **Stays focused on resolution** – Stays focused on resolving the conflict and avoids personal issues and attacks.

- **Develops others' and own ideas** – Presents and seeks potential solutions or positive courses of action.

- **Initiates action** – Takes positive action to resolve the conflict in a way that addresses the issue, dissipates the conflict, and maintains the relationship.

- **Closes discussions with clear summaries** – Summarizes to ensure that all are aware of agreements and required actions.

Negotiation

Effectively explores alternatives and positions to reach outcomes that gain the support and acceptance of all parties.

Key Actions

- **Clarifies the current situation** – Explores all parties' needs, concerns, and initial positions, including own.

- **Identifies points of agreement/disagreement** – Builds common ground by highlighting areas of agreement; focuses efforts by pointing out areas of disagreement.

- **Keeps discussion issue oriented** – Manages the interpersonal process to stay focused on the task; constructively addresses emotions and conflict.

- **Develops others' and own ideas** – Engages in mutual problem solving by brainstorming alternative positions or approaches and evaluating them openly and fairly.

- **Builds support for preferred alternatives** – Builds value of preferred alternatives by relating them to the other party's needs; responds to objections by emphasizing value; exposes problems with undesirable alternatives.

- **Facilitates agreement** – Seeks a win-win solution through a give-and-take process that recognizes each party's core needs.

Organizational Awareness

Gains knowledge of University culture, systems, and pressures; understands the agenda and perspectives of others; recognizes and balances the interest of one's department with those of other departments and the University, as well as the impact of decisions on each.

Key Actions

- **Reads and understands the environment** – Understands department/school purpose and place in the University system.

- **Manages key stakeholder reactions** – Assesses the views of stakeholders on key issues; positions the timing of recommendations to insure the greatest likelihood of success.

- **Identifies partnership needs** – Analyzes the organization and own area to identify key relationships that should be initiated or improved to further the attainment of own area's goals.

- **Is aware of the political landscape** – Appropriately anticipates the political consequences of actions; considers the political environment when presenting ideas and taking actions; knows when to get input and build consensus.

Persuasiveness

Uses appropriate interpersonal styles and communication methods to gain acceptance of a service or idea.

- **Questions and probes** – Seeks information to understand situations, needs, and desired potential benefits.

- **Establishes strategy** – Develops approaches that best position services or ideas; leverages supportive factors, overcomes or minimizes barriers, and addresses unique needs and preferences of key decision makers.

- **Builds rapport** – Makes favorable impressions by interacting in a manner that builds effective relationships.

- **Demonstrates capability** – Presents products, services, or ideas in a manner that clearly shows how they would meet needs and provide benefits; builds confidence in the products or ideas.

- **Gains commitment** – Uses appropriate techniques to move others to action or to gain agreement.

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Planning and Organizing

Establishes courses of action for self and others to ensure that work is completed efficiently.

Key Actions

- **Prioritizes** – Identifies more critical and less critical activities and assignments; adjusts priorities when appropriate.

- **Determines tasks and resources** – Determines project/assignment requirements by breaking them down into tasks; identifying resources needed; and coordinating with internal and external partners.

- **Schedules** – Allocates appropriate amounts of time for completing own and others' work; avoids scheduling conflicts; develops timelines and milestones.

- **Leverages resources** – Takes advantage of available resources (individuals, processes, departments, and tools) to complete work efficiently.

- **Stays focused** – Uses time effectively and prevents irrelevant issues or distractions from interfering with work completion.

Problem Analysis and Problem Solving

Uses sound or logical judgment to spot and analyze problems, develop alternative solutions and initiate corrective action.

Key Actions

- **Proactively identifies problems** – Anticipates, identifies and clearly defines problems

- **Identifies multiple solutions to the problem** – Identifies, evaluates and weighs alternatives of multiple solutions

- **Proposes and implements solutions** – Works effectively with the organization to resolve issues and proposes and implements well-conceived, logical solutions in the best interest of the organization.

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Pursues Excellence
Sets high standards of performance for self and others; self-imposes standards of excellence.

Key Actions

- **Sets standards for excellence** – Establishes criteria and/or work procedures to achieve a high level of quality, productivity, or service.

- **Ensures high quality** – Dedicates required time and energy to assignments or tasks to ensure that no aspect of the work is neglected; works to overcome obstacles to completing tasks or assignments.

Resource Allocation
Manages finances and organizational resources to enhance department, school or university goals. Deploys funds, staffing or resources economically and effectively.

Key Actions

- **Budget management** – Prepares and manages budget and staff time effectively; can justify variances when necessary.

- **Demonstrates sound fiscal and resource management** – Uses program resources (money, time, people, etc.) wisely and within allocated budget; consistently looks for opportunities to enhance services levels and/or reduce cost (i.e., looks at each position vacancy creatively, streamlines process and/or procedures, etc.).

- **Financial compliance** – Adheres to all school, university, Federal, and State financial policies and procedures.

Risk Taking

Initiates action that tries to achieve a recognized benefit or advantage when potential negative consequences areunderstood.

Key Actions

- **Ownership** – Takes responsibility for one's role so that the team can create better solutions. Works to the best of one's ability, taking pride in the work and environment. Owns mistakes and shares successes.

- **Experimenting** – Volunteers for new things. Operates outside one's comfort zone. Asks, "How can I approach the work in new ways with newthought?"

- **Initiative** – Recognizes the need for action, offers solutions, seeks expertise and anticipates needs.

Strategic Thinking

Obtains information and identifies key issues and relationships relevant to achieving a long-range goal or vision; commits to a course of action to accomplish a long-range goal or vision after developing alternatives based on logical assumptions, facts, available resources, constraints, and organizational values. Consistently and effectively plans for both long- and short-term, adjusting plans as needed; achieves key objectives.

Key Actions

- **Gathers information** – Identifies and fills gaps in information required to understand strategic issues.

- **Organizes information** – Organizes information and data to identify/explain major trends, problems, and causes; compares and combines information to identify underlying issues.

- **Evaluates/Selects strategies** – Generates and considers options for actions to achieve a long-range goal or vision; develops decision criteria considering factors such as cost, benefits, risks, timing, and buy-in; selects the strategy most likely to succeed.

- **Establishes implementation plan** – Identifies the key tasks and resources needed to achieve objectives.

- **Executes plan** – Makes sure strategies are carried out; monitors results and makes adjustments as needed.

Teamwork and Collaboration

Actively participates as a member of a team to move the team toward the completion of goals. Maintains strong, personal connections with team members and key stakeholders. Aligns personal work and performance with the broader team to achieve mutual outcomes.

Key Actions

- **Facilitates team goal accomplishment** – Makes procedural or process suggestions for achieving team goals or performing team functions; provides necessary resources or helps to remove obstacles to help the team accomplish its goals.

- **Involves others** – Listens to and fully involves others in team decisions and actions; values and uses individual differences and talents.

- **Informs others on team** – Shares important or relevant information with the team.

- **Models commitment** – Adheres to the team's expectations and guidelines; fulfills team responsibilities; demonstrates personal commitment to the team.

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Time Management
Effectively manages one's time and resources to ensure that work is completed efficiently.

Key Actions

- **Prioritizes** – Identifies more critical and less critical activities and tasks; adjusts priorities when appropriate.

- **Makes preparations** – Ensures that required equipment and/or materials are in appropriate locations so that own and others' work can be done effectively.

- **Schedules** – Effectively allocates own time to complete work; coordinates own and others' schedules to avoid conflicts.

- **Leverages resources** – Takes advantage of available resources (individuals, processes, departments, and tools) to complete work efficiently.

- **Stays focused** – Uses time effectively and prevents irrelevant issues or distractions from interfering with work completion.

Valuing Diversity

Appreciates and leverages the capabilities, insights, and ideas of all individuals; works effectively with individuals of diverse style, ability, and motivation.

Key Actions

- **Leverages diversity** – Seeks out and uses ideas, opinions, and insights from diverse and various sources and individuals; maximizes effectiveness by using individuals' particular talents and abilities on tasks or assignments.

- **Seeks understanding** – Establishes relationships with and learns more about people of other cultures and backgrounds (e.g., special issues, social norms, decision-making approaches, preferences).

- **Champions diversity** – Advocates the value of diversity to others; takes actions to increase diversity in the workplace (e.g., by recruiting and developing people from varied backgrounds and cultures); confronts racist, sexist, or inappropriate behavior by others; challenges exclusionary organizational practices.

- **Takes actions that respect diversity** – Examines own biases and behaviors to avoid stereotypical actions or responses; plans and takes actions that consider the diversity of those involved or affected.