

QUALITIES OF THE EFFECTIVE STUDENT AFFAIRS LEADER

The **Division of Student Affairs** supports our leaders to demonstrate the behaviors that inspire others to want to give their best effort as evidenced by the following qualities:

LEADERSHIP QUALITIES		
	QUALITIES *	BEST PRACTICES **
Achieve Results	<ul style="list-style-type: none"> Deliver high quality performance from self and department Ensure Accurate and timely results Take initiative to make improvements 	<p>Strategic</p> <ul style="list-style-type: none"> Take a long-range approach to problem-solving and decision-making Strong focus on objective analysis, thinking ahead and planning <p>Management Focus</p> <ul style="list-style-type: none"> Seek to exert influence by taking charge, exercise authority, and lead and direct the efforts of others <p>Production</p> <ul style="list-style-type: none"> Adopt a strong orientation toward achievement and hold high expectations of themselves <p>Innovative</p> <ul style="list-style-type: none"> Comfortable in a fast-changing environment and be willing to take risks as well as try untested approaches Foster a climate of innovation and be open to new ideas
Authentic Leadership	<ul style="list-style-type: none"> Understand the impact of politics on your behavior Ensure accurate and timely results Create genuine connections with others that support the works 	<p>Communication</p> <ul style="list-style-type: none"> Clearly articulate what leaders expect from others Express thoughts and ideas clearly, and provide a constant flow of information to others <p>Empathy</p> <ul style="list-style-type: none"> Demonstrate an active concern for people and their needs by forming close and supportive relationships Will have met expectations
Engagement (continued on page 2)	<ul style="list-style-type: none"> Demonstrate your own engagement Foster a culture that allows people to do their best work Celebrate success 	<p>Excitement</p> <ul style="list-style-type: none"> Operate with energy and intensity Display emotions and enthusiasm and have a capacity for keeping others enthusiastic and involved <p>Empathy</p> <ul style="list-style-type: none"> Demonstrate an active concern for people and their needs by forming close and supportive relationships Will have met expectations

* Student Affairs leader qualities developed by SA executives

** Leadership best practices based on Leadership Effectiveness Assessment (LEA)

LEADERSHIP QUALITIES (CONT.)

	QUALITIES *	BEST PRACTICES **
Engagement (continued)	<ul style="list-style-type: none"> • Demonstrate your own engagement • Foster a culture that allows people to do their best work • Celebrate success 	<p>Communication</p> <ul style="list-style-type: none"> • Clearly articulate what leaders expect Express thoughts and ideas clearly, and provide a constant flow of information
Development Oriented	<ul style="list-style-type: none"> • Coach, then correct • Team over individual • Listen before speaking, seek to understand before being understood • Help others to make their points be heard • Model awareness of self and others 	<p>Strategic</p> <ul style="list-style-type: none"> • Take a long-range approach to problem solving and decision making • Strong focus on objective analysis, thinking ahead and planning <p>Empathy</p> <ul style="list-style-type: none"> • Demonstrate an active concern for people and their needs by forming close and supportive relationships • Will have met expectations
Role Model	<ul style="list-style-type: none"> • Champion change and navigate ambiguity • Address conflict proactively • Entrepreneurial trailblazer • Act with a sense of urgency • Demonstrate working well with others 	<p>Production</p> <ul style="list-style-type: none"> • Adopt a strong orientation toward achievement and hold high personal expectations • Push others to achieve at high levels <p>Consensual</p> <ul style="list-style-type: none"> • Values ideas and opinions of others, actively collect their input and involve them in the decision-making process <p>Restraint</p> <ul style="list-style-type: none"> • Maintain a low-key, understated and interpersonal demeanor • Remains calm under stress by controlling their emotional expression
See the Big Picture	<ul style="list-style-type: none"> • Understand the impact of politics on your behavior • Ensure accurate and timely results • Create genuine connections with others that support the works 	<p>Management Focus</p> <ul style="list-style-type: none"> • Seek to exert influence by taking charge, exercise authority, and lead and direct the efforts of others <p>Strategic</p> <ul style="list-style-type: none"> • Take a long-range approach to problem solving and decision making • Strong focus on objective analysis, thinking ahead and planning