

Critical Leadership Competencies of a Catholic and Marianist University



All members of the University of Dayton community are called to be leaders in the Catholic and Marianist tradition who demonstrate competencies along three dimensions:

1. Personal Character Dimension

- a. **Develops character:** strives for high integrity and honesty; is self-reflective about his/her vocation as leader; has a capacity for self-transformation and change; exhibits transparency of motives; inspires trust; models balance in work and personal time; acts in an ethical manner
- b. **Strives for personal meaning:** integrates faith in the transcendent dimensions of life and/or pursues a personal framework of meaning consistent with the work of leadership
- c. **Develops professional and technical skills:** models lifelong learning; is aware of deficiencies in skill and experience and seeks to mitigate gaps in knowledge base and ability; expands skills in problem solving and issue analysis
- d. **Possesses strong achievement drive:** accepts responsibility and accountability for outcomes; demonstrates the resilience and resolve necessary to overcome obstacles and setbacks; is self-confident, optimistic and ambitious in the service of the organization
- e. **Displays sound judgment:** applies broad knowledge and seasoned experience when addressing complex issues; makes timely, tough decisions
- f. **Demonstrates an inquisitive and inquiring nature:** believes he/she is enriched by others' perspectives and experiences; learns from experience and adjusts course accordingly; is comfortable with ambiguity and uncertainty; is able to hold creative tension

2. People/Interpersonal Dimension

- a. **Intentionally builds leadership capacity as central to our values:** attracts high-caliber, diverse people; develops teams and talent with diverse capabilities; develops successors and talent pools
- b. **Uses inclusive decision making:** actively solicits different perspectives and experiences when making decisions; recognizes importance of and attends to process as well as the content of activities
- c. **Empowers others:** creates a climate that fosters personal investment and excellence from everyone he/she influences
- d. **Builds relationships and community:** encourages effective working relationships through challenge and support, using sensitivity and empathy; finds common ground with others to establish a common purpose; fosters mutual trust and respect; builds community, internally and externally, in order to strengthen institutional collaboration
- e. **Communicates with skill, sensitivity and candor:** fosters open dialogue; listens actively; encourages open and honest expression of ideas and opinions; delivers clear, convincing and well-organized presentations

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3. Strategic/Results Dimension

- a. **Demonstrates continuity between actions and the Catholic and Marianist mission of the University:** understands and pursues successful outcomes within the context of Catholic and Marianist values; encourages others to seek avenues that both move us toward excellence and respect the philosophical ideals upon which the University is based
- b. **Is forward looking:** is open and honest in interrogating current reality and assumptions; seeks to learn from others; develops distinctive strategies to achieve competitive advantage; establishes stretch goals; continues to learn the way to realize the desired future; aligns resources to support strategic priorities
- c. **Articulates a clear vision:** maintains a long-term, big-picture view; foresees obstacles and opportunities; uses effective communication skills to mobilize and inspire
- d. **Drives for results/executes:** demonstrates and fosters a sense of urgency and strong commitment to achieving goals; assigns clear authority and accountability; directs change while maintaining operating effectiveness; monitors results; tackles problems directly and effectively
- e. **Leads courageously:** takes principled personal and organizational risks to do what is right and achieve organizational success, and supports others who do so; takes responsibility for outcomes
- f. **Champions continuous improvement and innovation:** encourages alternative approaches and new ideas; generates creative, resourceful solutions; challenges current assumptions, processes and practices with a mindset of continuous improvement