



Building Relationships

COMMUNICATION

Clearly and effectively shares information both orally and in writing. Uses the most appropriate and effective medium for communicating. Adapts and adjusts messages in line with audience experience, diversity and background. Seeks input and actively listens; checks for understanding of messages.

Core Behavioral Anchors –

1. Consistently shares accurate, timely information; takes into account audience and communication method.
2. States opinions honestly and in a straight-forward manner; maintains open dialogue with others; actively listens.
3. Written and verbal communications are consistently clear, concise and appropriate to the audience.

Management Behavioral Anchors –

1. Speaks honestly about issues; seeks the truth about a situation, no matter how unpleasant.
2. Listens to concerns and carries them up the organizational chart; shares senior management strategies and information with employees.
3. Sets and demonstrates high standards of integrity; practices discretion; demonstrates diplomacy and tact.

Met Few Expectations (MFE)	Met Some Expectations (MSE)	Successfully Met Expectations (SME)	Far Exceeded Expectations (FEE)
Reports and other documents are poorly written—unclear, overly simplistic, or grammatically incorrect.	Written and oral skills need development; often disorganized and/or not appropriate for audience.	Writes and speaks clearly, persuasively, and concisely; focuses on the needs of specific individuals and groups.	Communication is of the highest caliber; clear, persuasive, accurate, and focused on the needs of specific individuals and groups.
Often appears distracted or disinterested; frequently interrupts others; contributions are often unclear or inaccurate.	Interrupts others to express point of view; has difficulty getting to the point; facts not always accurate or relevant.	Effective communicator: knowledgeable and concise; actively listens to and synthesizes perspectives of others.	Highly proficient communicator; listens to and synthesizes others' ideas; explains even complex issues clearly and succinctly.
Does not share information in a timely manner, creating problems for colleagues and customers.	Tends to 'hold on' to information; has difficulty distinguishing between critical and noncritical data.	Gives others the information they need in a timely manner.	Models openness and transparency in sharing information with campus partners and stakeholders.